



STATE OF WEST VIRGINIA

# Homeland Security Strategy



2014-2016

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# SECTION 1 – EXECUTIVE OVERVIEW

## Introduction

Homeland security is a concerted national effort by federal, state and local governments, by the private sector, and by individuals to prevent terrorist attacks within the United States, reduce America's vulnerability to terrorism, and minimize the damage and recover from attacks that do occur. An essential component within this strategy will be to focus on all hazards that have the potential to threaten West Virginia including terrorism, accidents, as well as man-made and natural disasters.

### Vision

*A strong, secure, and resilient West Virginia*

## Purpose

The *West Virginia Homeland Security Strategy* serves to articulate the mission and enhance the operational effectiveness of homeland security programs and activities in support of statewide initiatives. This strategy identifies the goals and objectives by which grant funding is solicited and allocated, and by which performance is measured. All homeland security grant funding must be spent in support of this Strategy; however, this is more than just a document to guide the use of grant funding. Rather, this Strategy will serve as a roadmap to the future and a focal point for implementing homeland security policies, priorities, and programs across the State.

## Scope

Homeland security is an ongoing mission and a shared responsibility across the entire state. That is why this is a *state* strategy and not a strategy for any single agency or any single level of government. There are many public and private sector stakeholders that influence the homeland security enterprise; all stakeholders must work to implement the strategy by building and maintaining the necessary capabilities to meet the homeland security challenges facing West Virginia. Although the strategy is intended to help guide state and local homeland security planning, it is understood that many agencies and jurisdictions have unique needs and separate planning initiatives. The *West Virginia Homeland Security Strategy* seeks to complement and support those efforts by providing additional guidance and perspective.

## Focus

In this spirit, it is important to acknowledge that the *West Virginia Homeland Security Strategy* is a living document that will be revised as needed to guide statewide efforts. It provides a common framework by which West Virginia should focus its efforts on the following five core mission areas:

- **Prevention:** Prevent acts of terrorism and other human-caused events through information-sharing and counter-terrorism investigations and operations
- **Protection:** Protect the people of West Virginia, our critical infrastructure, and our key resources using a comprehensive risk management approach
- **Mitigation:** Reduce the loss of life and property by lessening the impact of future disasters through coordinated mitigation efforts
- **Response:** Respond quickly to save lives, reduce suffering, protect property, meet basic human needs, and mitigate further harm after an event
- **Recovery:** Restore essential services in a timely manner after disasters, while also strengthening and revitalizing infrastructure and other systems in communities impacted by these incidents in order to build back better than before

## West Virginia's Homeland Security Goals and Objectives

West Virginia has identified ten homeland security goals (see list on the next page) based on our Risk Profile and lessons learned from major disasters like the 2010 Derecho, Superstorm Sandy, and the January 2014 Water Crisis. Each Strategy Goal contains supporting Objectives that further define the programs, initiatives, and steps that must be taken to meet the overarching Goal. These Goals and Objectives are focused around the next two years.

In order to measure our progress related to the implementation of this Strategy, West Virginia has also developed accompanying Targets and Metrics for each Objective; please refer to Appendix A for these details. The Targets define in greater specificity what “success” looks like in terms of each Objective and the Metrics provide us with simple mechanisms to measure our progress against each Target.

GOALS	OBJECTIVES	TARGETS	METRICS
Outline 10 broad-based priority areas in homeland security and emergency management.	Outline a series of programs and initiatives in support of each overarching Goal.	Outline a specific accomplishment(s) that West Virginia will work to meet for each Objective by 2016.	Outline specific ways that progress in meeting our defined targets can be measured.

## Homeland Security Goals 2014-2016

**Goal 1: Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive Preparedness and Response Capabilities** by developing guidance and acquiring the necessary equipment, training, and other resources needed by first responders to effectively detect, interdict, and respond to acts of terrorism or accidents involving CBRNE.

**Goal 2: Protect Critical Infrastructure and Key Resources** across West Virginia based on a systematic process of identifying and cataloguing infrastructure, conducting site visits and risk assessments, investing in target hardening projects, and providing additional protective and mitigation measures based on the current threat environment.

**Goal 3: Strengthen Intelligence and Information-Sharing Capabilities** through collaborative partnerships with Federal, State, local, and private sector stakeholders to better protect against and respond to terrorist threats, both foreign and domestic, and other incidents, such as active shooter situations.

**Goal 4: Strengthen Counter-Terrorism and Law Enforcement Capabilities** by continuing to improve our counter-terrorism operations and partnerships across West Virginia and by building specialized capabilities to address threats and acts of terrorism.

**Goal 5: Enhance Emergency Management and Response Capabilities** through the implementation of a proactive posture to prepare for worst case/catastrophic scenarios at all levels of government.

**Goal 6: Strengthen Interoperable and Emergency Communication Capabilities** through the efficient utilization and development of communication resources and procedures to ensure that our first responders can effectively communicate with each other during a major incident in order to protect lives and property.

**Goal 7: Enhance Citizen and Community Preparedness Capabilities** by better preparing West Virginia's citizens and communities to be ready for disasters and other emergencies, including the ability to sustain themselves for seven to ten days and to assist their neighborhoods in the aftermath of a disaster.

**Goal 8: Build Back Better from Disasters and Become More Resilient Against Future Events** through thoughtful resiliency planning and by developing long term recovery capabilities, mitigation initiatives, and other efforts to ensure the continuity of critical systems during a crisis.

**Goal 9: Support Health Emergency Preparedness** by readying the State for a potential pandemic and preparing local communities to distribute medical countermeasures on a large scale, and supporting the ability of the healthcare community to surge bed capacity and other resources to manage large numbers of sick or injured during any incident.

**Goal 10: Enhance Cyber Security Capabilities** through outreach and education as well as implementing programs and policies to prevent, protect against, respond to, and recover from cyber attacks or other major cyber incidents in collaboration with key partners.



## Framework for Implementing the Strategy

West Virginia will implement this Strategy through an integrated series of programs, policies, and projects that support our defined Goals and Objectives. The key to the effective implementation of this Strategy will be coordinated planning, investment, and support from the many agencies and stakeholders involved in homeland security.

To coordinate these efforts, the West Virginia Department of Military Affairs and Public Safety (DMAPS) will work with partners statewide to ensure an integrated approach to homeland security. The successful implementation of the *West Virginia Homeland Security Strategy* will depend upon the collaboration of agencies at all levels of government, faith-based groups, non-governmental organizations, private sector, the public, and all other stakeholders.

Through education and outreach, homeland security expertise and capabilities can be built across all disciplines to serve as an indispensable resource for West Virginia. A successful strategy will provide citizens the tools needed to protect and support themselves and their neighbors during and after any type of incident.

Throughout the development of this homeland security strategy, the concept that homeland security is a shared responsibility has remained paramount. This strategy is built on the interaction of government, the private and non-profit sectors, communities, and individual citizens who all play a role in protecting and defending West Virginia.



## **SECTION II – JURISDICTIONAL RISK PROFILE**

### **Introduction**

Over the years West Virginia has seen a range of accidents and natural disasters. It is critical to make risk-based decisions to direct the limited resources, including money, time, resources, and personnel, available to address the most critical needs of the state.

Risk is expressed as a function of threat, vulnerability, and consequences. Addressing these three components of risk enables West Virginia to develop a cohesive strategy and subsequently to reduce the risks that it faces. By attempting to continuously minimize the threats, reduce vulnerabilities, and mitigate consequences of disasters, West Virginia can work to ensure the safety of our citizens.

### **Description of Jurisdiction**

The State of West Virginia consists of approximately 233 cities and towns and is divided into 55 counties. West Virginia is approximately 24,231 square miles in size and has a population of 1.8 million. Since 2006, the state's population has grown an average of 0.3 percent annually. It appears that this increase is largely due to more people moving into the state, rather than natural growth. Net migration is forecast to accelerate from a little over 2,300 people in 2011 to more than 6,000 by 2017. This influx of new residents is expected to cause the state's population to continue to grow an average of 0.3 percent every year over the next five years.

At the same time, the median age of West Virginians continues to increase. The median age of West Virginia is 41.5, which is four years above the nation's median age. West Virginia's high median age reflects an above-average proportion of population over 65. In the United States, approximately 13.3 percent of the population is over 65, while in West Virginia the age group accounts for over 16 percent. In West Virginia, the 65-and-older age cohort is expected to grow faster than younger age groups and is predicted to be near 19 percent of the population in the state by 2017, about four percentage points higher than what is expected for the nation.

The state is very hilly and rugged, with the highest mean altitude (1,500 ft) of any state east of the Mississippi. West Virginia is the only state located entirely within the Appalachian Mountain range. West Virginia is often described as the second most rural state in the nation. More than 60 percent of the population lives in counties that the Census Bureau defines as rural.

The eastern portion of West Virginia is a ridge and valley system that is characterized by long, even ridges, with long, continuous valleys in between. The western portion of the state is located within the Allegheny Plateau known for its many ridges, hollows, and lowland valleys. Though the term "plateau" is popularly associated with level land, here it refers to a level land that has been weathered into many ridges and valleys. Much of West Virginia is directly drained by the Ohio River, and its major tributaries, including the Kanawha and Monongahela rivers, drain other areas of the state with the water eventually reaching the Gulf of Mexico. The areas in the Eastern Panhandle of West Virginia are drained through the Potomac River and on into the Chesapeake Bay.

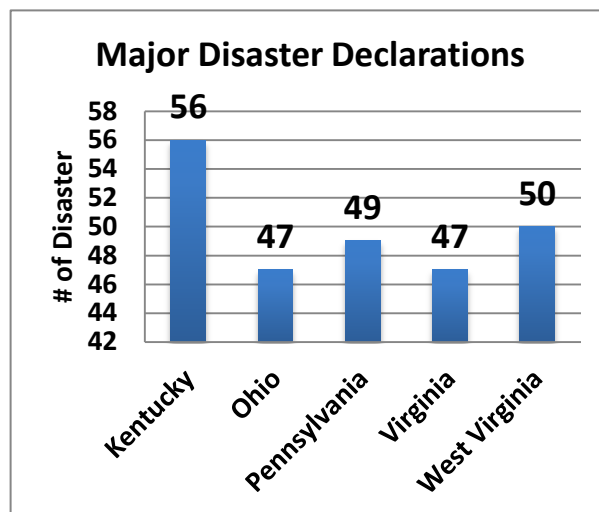
## Threats and Hazards

### Natural Disasters

The natural beauty and the topographic diversity of West Virginia brings with it diverse weather-related challenges, including flashfloods, snowstorms, ice storms, windstorms, tornadoes, and other natural events.

The State of West Virginia has had an abundance of Federally Declared Disasters. Since 1954 there have been 50 Major Disaster Declarations, seven Emergency Declarations, and two Fire Management Assistance Declarations. Specifically since 2004, West Virginia has received 16 Major Disaster Declarations and 4 Emergency Declarations. These declarations have been in response to wind events, flooding, and winter storms. West Virginia has had more Federally Declared emergencies than 34 other states and has had more than all but one of the states contiguous to West Virginia.

West Virginia's primary natural hazard is flooding. Flooding occurs at various times of the year and impacts the majority of the State. The flooding is devastating to the communities that are impacted, and has a significant impact on the economy of the state as well. For example, the 1985 flood in counties in the eastern and central portion of West Virginia was a flood of record at many gauge points that resulted in 47 fatalities. Since then significant flooding has occurred in nearly all of the counties of the state.



### Industrial

In addition to the threats related to natural hazards, West Virginia also faces a variety of technological threats. The chemical and petro-chemical industry has had a long presence in West Virginia. The state is often seen as a global chemical hub of North America. At one time, the Kanawha Valley area was called the Chemical Capital of the World. There are over 100 chemical plants that operate within the state. There are regional concentrations of chemical facilities in the Kanawha Valley and along the Ohio River and in less concentrated areas throughout the state.

The modern West Virginia chemical industry began in the Kanawha Valley in the 1920s and peaked shortly after World War II. Its roots are in the salt industry of the early 1800s. In the early 1900s, chemical manufacturers were attracted to the Kanawha Valley by the presence of salt brine, coal, oil, and gas; rail and water transportation; and skilled workforce. Today, more than 26,000 West Virginians work for companies from 30 countries. Recently, however, there has been a decline in employment in the chemical sector through automation and consolidation within the chemical industry.



The West Virginia Economic Outlook 2013 provides detailed information on the economic conditions in the state.<sup>1</sup> That study found that per capita personal income (PCPI) in the state continues to be among the lowest in the country, but has seen some recent increases. In 2011 West Virginia's PCPI was \$33,513, which was 80 percent of the national average.

One county is located within the ten-mile Emergency Planning Zone of Beaver Valley Nuclear Power Plant and three additional counties are within the fifty-mile Emergency Planning Zone. In addition to the nearby nuclear power plant, there are numerous coal-fired power plants in West Virginia. Coal-fired electric power plants accounted for 95% of West Virginia's net electricity generation in 2013, and renewable energy resources—primarily hydroelectric power and wind energy—contributed an additional 4.1%.

The state has a large number of mining sites that produce coal used to power a number of industries. West Virginia is the largest coal-producing State in the region, and the second largest coal-producing State in the United States. In 2012, the state accounted for 12% of the total US coal production. The industry employs 30,000 West Virginians directly, resulting in \$2 billion in wages and a \$3.5 billion economic impact.

This region has underground and surface mines. Coal mined in the Appalachian coal region is primarily used for steam generation for electricity, metal production, and for export. Metallurgical coal from West Virginia represents some of the highest quality coal found anywhere in the world, and both domestic and international steel companies rely on this coal to produce coke for use in the iron making process.

Both methods of coal extraction require the placement of fill structures, commonly referred to as “valley fills”. Underground mining techniques, which account for the majority of West Virginia's coal production, utilize machinery to drive tunnels under the surface of the land. Surface coal mining techniques, which account for the majority of national coal production and roughly 42 percent of West Virginia's coal production, involve the mechanical removal of overlying native earth and rock or “overburden” to reach underlying coal seams.

According to a recent report by the WV Coal Association, there are 512 mines operating in WV. Of those there are 269 underground mines and 243 surface mines.<sup>2</sup>

While mining related accidents tend not to threaten local communities or the state as a whole, there have been numerous accidents resulting in fatalities. Even as industry, unions, and the government have worked to increase safety, mining remains a dangerous occupation. In most years there are always a few fatalities associated with mining in West Virginia. In 2006, however, an explosion killed 12 miners at the Sago mine and a fire that killed two at the Aracoma Alma coal mine. One of the deadliest accidents in recent years was the 2010 Upper Big Branch mine incident that killed 29 miners.

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<sup>1</sup> West Virginia Economic Outlook is published by the Bureau of Business and Economic Research at the College of Business and Economics, West Virginia University. [http://www.be.wvu.edu/bber/pdfs/WV\\_Economic\\_Outlook\\_2013.pdf](http://www.be.wvu.edu/bber/pdfs/WV_Economic_Outlook_2013.pdf)

<sup>2</sup> Coal Facts: A Publication of the West Virginia Coal Association 2014.

In addition to mining, natural gas production and transportation is also prevalent and growing in West Virginia. There is a large network of natural gas transmission lines running across the state. In December 2012 there was explosion in a 20-inch high-pressure natural gas transmission line in Kanawha County. The released natural gas ignited and burned so hot that it charred 800 feet of roadway on nearby Interstate 77, destroyed three homes, and melted the siding on houses hundreds of feet from the rupture site. Luckily there were no fatalities associated with this incident.



Natural gas production from the Marcellus Shale formation presents additional risks to local responders, due to the method of drilling and collection systems used by the industry. An emerging concern is the influx of criminals and an increase in crimes in many rural communities in which much of the drilling is occurring. The concerns include an increase in theft, violence, drugs, prostitution, and other related crimes. One factor that adds to the challenge related to these drilling operations is that the major sites are located in small, rural communities.

West Virginia also has a large inventory of coalmine and non-coal related impoundments. In the event of a failure, these impoundments could result in significant property damage and the loss of life is possible. There are numerous cases in which houses and other residential structures have been built below these impoundments placing them in risk in the event of catastrophic failure or overtopping. Studies show these households have limited resources to recover and few have sufficient insurance coverage. In most cases there are not early warning systems in place to alert local communities of structure failure. West Virginia's dam safety program only has small staff and each staff member is responsible for inspecting nearly 60 regulated dams. West Virginia has 380 high hazard dams and only 91% of the state regulated dams in West Virginia have an Emergency Action Plan.

## **Terrorism**

Terrorism within West Virginia has been sparse. One example of a terrorism related activity was a 1995 traffic stop by West Virginia State Police on Interstate 81. A driver was transporting cigarettes across state lines to sell in an effort to avoid state taxes. This case would evolve into Operation Smokescreen, a federal investigation of a United States based cell of Hezbollah operating a cigarette smuggling operation in the eastern United States.<sup>3</sup>

Recent threats made by the Islamic State (ISIS or ISIL) to attack the United States have raised concerns about international terrorism attacks. Recent assessments have not identified any training bases for ISIL in the United States. There is, however, concern related to US residents to go abroad to join ISIL.

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<sup>3</sup> [How a Hybrid Anti-Terrorist Approach Could Have Prevented Millions of Dollars from Flowing to Overseas Terrorist Organizations, A Case Study of the Hammoud Terror Cell](#)

## **Anti-Government Movement**

### **Militia Groups**

There are numerous militia groups located in West Virginia. On October 11, 1996, seven men having connections with the Mountaineer Militia, a local anti-government paramilitary group, were arrested on charges of plotting to blow up the Federal Bureau of Investigation's Criminal Justice Information Services Division complex in Clarksburg. While members of the group had been assembling large quantities of explosives and blasting caps, militia leader Floyd Raymond Looker obtained blueprints of the FBI facility from a Clarksburg firefighter. Plastic explosives were confiscated by law enforcement officials at five locations in West Virginia, Pennsylvania, and Ohio. Looker was taken into custody after arranging to sell the blueprints for \$50,000 to an undercover FBI agent, whom he believed to be a representative of an international terrorist group. In 1998, Looker was sentenced to 18 years in prison. Two other defendants were sentenced on explosives charges, and the firefighter received a year in prison for providing the blueprints.<sup>4</sup>

### **Sovereign Citizens**

Sovereign Citizens are one type of anti-government groups in the United States. They believe that government laws, policies or regulations apply to them. Between June 30, 2010 and August 4, 2014 the West Virginia State Police Information Exchange recorded seventy-four incidents in which sixty-one individuals possessed material or displayed behavior indicating Sovereign Citizen ideology. There have also been attempts to set up Common Law Grand Juries by Sovereign Citizen groups to file liens against law enforcement and judges. In other parts of the nation, Sovereign Citizens have engaged law enforcement with violence. A study of information provided to the West Virginia Intelligence/Fusion Center indicated obstructing or failing to obey law enforcement was the most common offense.

### **White Separatist/Hate Group**

There are several white separatist groups that have operated in West Virginia. One of the most widely known is the National Alliance. The National Alliance was founded by Dr. William Pierce (Sept. 11, 1923/33 to July 2002). He chose Hillsboro, WV as the location where the group would have a 289-acre permanent headquarters. Since the death of Dr. Pierce, the group's membership has dwindled from 1,400 to possibly as few as 75.<sup>5</sup> Currently, information indicates that the National Alliance may not exist in five years.

### **Lone Wolf**

Another potential threat would come from Lone Wolf or individuals. Although the Lone Wolf<sup>6</sup> is of concern as they often act independent of a group or particular ideology, they present the greatest threat due to their autonomy that may allow them to operate undetected. However, there is no information to

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<sup>4</sup> <http://archive.adl.org/mwd/mountain.html>

<sup>5</sup> <http://www.splcenter.org/blog/2013/09/25/in-a-near-final-collapse-the-neo-nazi-national-alliance-ends-membership/>

<sup>6</sup> <http://www.hstoday.us/blogs/guest-commentaries/blog/future-trends-of-us-lone-wolf-terror-attacks/6232a5b043e45fb55fdb1da47b55f812.html>

indicate any domestic organization or individuals, within or outside of West Virginia, have plans to conduct a terrorist attack, protest, demonstration, or disruption within West Virginia.

One example of a lone wolf would be David Patterson, who was charged with three counts of criminal use of an explosive device in and around the Weirton, WV Municipal Plaza on May 5, 2014. There is no information to indicate that this event was part of any larger terrorism threat.<sup>7</sup>

Another example is Thomas Piccard who fired 20 rounds using an assault rifle at the Federal Courthouse in Wheeling on October 9, 2013. Piccard was confronted by law enforcement to put his weapon down. He refused to comply and officers engaged him. Piccard died at the scene.<sup>8 9</sup> Again, there is no information to indicate that this event was part of any larger terrorism threat.

## **Man-made**

### **Cyber**

There are a variety of risks associated with cyber security. The threat posed by cyber attacks is heightened by vulnerabilities in governmental, private sector, and individual systems. These weaknesses threaten the confidentiality, integrity, and availability of critical information and information systems.

As computer technology has advanced, both government and private entities have become increasingly dependent on computerized information systems to carry out operations and to process, maintain, and report essential information. Public and private organizations rely on computer systems to transmit sensitive and proprietary information, develop and maintain intellectual capital, conduct operations, process business transactions, transfer funds, and deliver services. In addition, the Internet has grown increasingly important to American business and consumers, serving as a medium for hundreds of billions of dollars of commerce each year, as well as developing into an extended information and communications infrastructure supporting vital services such as power distribution, health care, law enforcement, and national defense.

The increasing dependency upon information technology (IT) systems and networked operations pervades nearly every aspect of our society. In particular, increasing computer interconnectivity—most notably growth in the use of the Internet—has revolutionized the way that our government, our nation, and much of the world communicate and conduct business. More and more individuals are conducting banking over the Internet.

Many companies use SCADA (supervisory control and data acquisition) to provide control of remote equipment using a system operating with coded signals over communication channels. An attack on the control and/or SCADA system used in a water system can significantly alter the system's performance and negatively impact public health and safety. One example would be the interference with operations that could result in the over- or under-dosing of chemicals. Nearly all power and chemical plants may utilize some form of a SCADA system and remain vulnerable.

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<sup>7</sup> <http://www.wtrf.com/story/25443227/chemical-explosives-discovered-around-weirton-city-building>

<sup>8</sup> <http://www.usatoday.com/story/news/nation/2013/10/09/west-virginia-federal-building-shooter-killed/2954821/>

<sup>9</sup> [http://www.huffingtonpost.com/2013/10/10/thomas-piccard-cancer\\_n\\_4080012.html](http://www.huffingtonpost.com/2013/10/10/thomas-piccard-cancer_n_4080012.html)

## Drugs

In a recent article, the Governor of West Virginia, Earl Ray Tomblin, wrote:

*Substance abuse is a crisis both in West Virginia and across America. Recent information shows drug overdoses now kill more West Virginians than car accidents. Drugs are the leading cause of accidental deaths in our state and we have the nation's highest rate of drug deaths. Even more alarming, 9 out of 10 of our overdose deaths involve at least one prescription drug. Drug abuse in our state is a pervasive problem with tragic consequences. It shatters families and erodes our communities.*<sup>10</sup>

In the State Preparedness Report submitted in December 2013, the West Virginia Intelligence/Fusion Center identified drug abuse as leading threat to the state. The 2013 Trust for America's Health report claimed that West Virginia has the highest drug overdose rate in the country (28.9 per 100,000). One of the greatest concerns is prescription drug abuse. The drugs of choice tend to be Oxycontin, hydrocodone, Vicodin, Xanax and Ritalin.<sup>11</sup>

In addition to prescription drug abuse, illegal drugs continue to create problems. The manufacture of methamphetamine in home labs constitutes a serious and growing environmental problem for West Virginia. The production of methamphetamine in clandestine labs can pose threats related to fire and explosions. People exposed to these labs face threats from inhalation of hazardous substances, chemical burns and other immediate risks from direct contact. The US Drug Enforcement Agency, noted that as new state and Federal laws regulating the sale of precursors have been enacted, there has been a decrease in methamphetamine production. Previously, methamphetamine manufacture appeared to be centered in the Eastern Panhandle of the state, but has expanded to areas of northern West Virginia. There are also some clandestine laboratory sites in the southeastern portion of the state bordering Kentucky and Virginia. In addition, methamphetamine distributors in West Virginia often share Mexican sources of supply with distributors in Virginia's Shenandoah Valley region.<sup>12</sup>

Since 2001, the number of deaths associated with heroin overdose have increased. According to statistics from the Health Statistics Center in the Department of Health and Human Resources, there were only nine deaths in 2001, as compared to sixty-seven in 2012. According to the data from the West Virginia Health Statistics Center, fifty-nine of the state's heroin overdose deaths since 2001 occurred in Berkeley County, in the Eastern Panhandle, while forty-one occurred in Cabell, and thirty were from Monongalia. Then Kanawha, and Jefferson round out the top 5. The increase in heroin abuse is a result of crackdowns on meth labs and prescription drug abuse.

## Vulnerability

Many factors that give West Virginia its rural nature are considerations when assessing our vulnerability. The remoteness of the state can make it a desirable place to live and visit, but combined with limited financial resources, emergency response capabilities, and aging infrastructure make it uniquely vulnerable.

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<sup>10</sup> <http://www.governor.wv.gov/media/columns/2012/Pages/FightingDrugAbuseInWestVirginia.aspx>

<sup>11</sup> <http://wvmetronews.com/2013/10/08/west-virginia-ranks-first-in-drug-overdose-deaths/>

<sup>12</sup> <http://www.state.wv.us/swmb/Admn/Meth/Index.htm>

A variety of factors continue to limit economic growth in West Virginia. Declines in the coal industry continue to impact the southern part of the state. A recent report from the West Virginia Center on Budget and Policy stated:

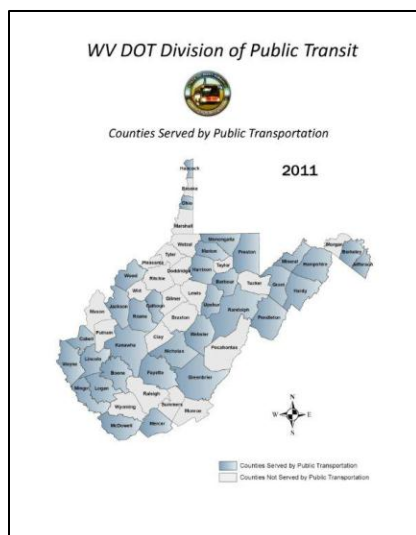
*Around 5,000 coal mining jobs were eliminated between 2011 and early 2014, most in the southern coalfields. State coal production declined by over 35 percent between 1997 and 2013, and by 28 percent between 2008 and 2013. Again, this drop in production was regional. Mining in northern West Virginia has been much more stable. One mark of the shift from south to north can be found in the fact that the leading coal-producing county is now Marshall rather than Boone.*<sup>13</sup>

West Virginia is also facing a variety of infrastructure challenges. A recent study by TRIP, a national transportation research group, found that 33% of the roads in the state were classified as being in poor condition (ranked 3<sup>rd</sup> worst in the country). This same study ranked WV as having the third highest fatality rate on rural roads.<sup>14</sup> Specifically, this report also identifies some emerging concerns:

*Major new oil and gas fields in numerous areas as well as increased agricultural production are placing significantly increased traffic loads by large trucks on non-Interstate rural roads, which often have not been constructed to carry such high load volumes.*

In addition to poor and aging roads, many of the bridges in the state also are in poor condition. TRIP found that 13% of the rural bridges were classified as deficient (ranked 19<sup>th</sup> worst in the country). A study by the American Society of Civil Engineers found that 1,595 of the 7,093 bridges in West Virginia (22.5%) are considered functionally obsolete.<sup>15</sup>

The same report by the American Society of Civil Engineers found that WV also faces numerous non-transportation related infrastructure needs over the next two decades. They reported that West Virginia has \$1 billion in drinking water infrastructure needs and \$3 billion in wastewater infrastructure needs.



Currently, public transit agencies serve 32 (of 55) counties across the state. West Virginians and visitors to our state depend on Public Transportation for work, business, recreation, shopping, and access to education or medical services. It enriches communities by providing safe, affordable transportation and is important to the economic vitality of the state. Many elderly or disabled citizens rely on Public Transportation that allows them to stay in their own homes and communities. By using Public Transportation, people can help reduce traffic congestion, help the environment, and save money.

Buses are a vital form of transportation in West Virginia, especially in rural areas and for special population groups such as the elderly and disabled. Even with the current system, many rural communities do

<sup>13</sup> <http://www.wvpolicy.org/state-of-working-west-virginia-2014-economic-recovery-and-transition-in-the-mountain-state>

<sup>14</sup> [http://www.tripnet.org/docs/Rural\\_Roads\\_WV\\_TRIP\\_Release\\_071014.pdf](http://www.tripnet.org/docs/Rural_Roads_WV_TRIP_Release_071014.pdf)

<sup>15</sup> [http://www.infrastructurereportcard.org/west\\_virginia/west-virginia-overview/](http://www.infrastructurereportcard.org/west_virginia/west-virginia-overview/)

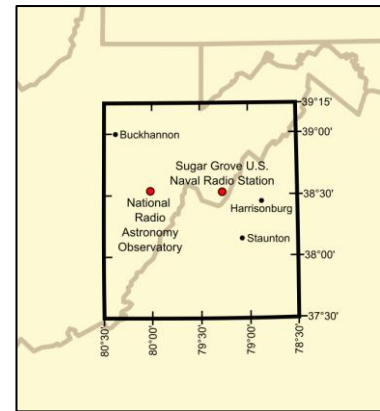


not have access to public transit or the service does not offer widespread flexibility.

Cellular communications and radio communications present many challenges across WV. A portion of the eastern side of the state is located in the National Radio Quiet Zone. The construction and operation of radio towers (cell, State Interoperable Radio Network, and commercial radio) is limited. This affects public notification and the ability of first responders to communicate.

Many of the cities and counties in West Virginia have a small staff and are not equipped to respond to large-scale emergencies. In several of the counties the emergency management staff is comprised solely of part-time or volunteer staff. Even in the cases in which the emergency

management agencies have paid staff, these individuals typically fill other positions in addition to emergency management (i.e. 911 Center Directors, Flood Plain Managers).



**National Radio Quiet Zone**

According to the US Bureau of Justice Statistics' 2008 *Census of State and Local Law Enforcement Agencies*, the state had 233 law enforcement agencies employing 3,382 sworn police officers, about 186 for each 100,000 residents. Nationwide the average number of sworn officers per 100,000 residents is 400, giving West Virginia the 7<sup>th</sup> lowest number of sworn officers per 100,000 residents.

The majority of residents in West Virginia are provided fire and emergency medical service coverage by volunteer-based organizations. One of the challenges in the Eastern Panhandle of the state is that many individuals who serve on the volunteer fire departments (VFDs) work out of the area that means that there is limited daytime coverage. Statewide concerns over worker's compensation are limiting the ability of some VFD to provide some services.

The physical health of West Virginia continues to be major concern. Overall, West Virginia was ranked 46<sup>th</sup> in terms of health. According to the United Health Foundation's 2011 report, "America's Health Rankings," these behaviors have put the state at the bottom of the list when it comes to health issues. Our high rates in many of the most costly and debilitating health measures, including Cardiac heart disease, diabetes and high blood pressure, have ranked West Virginia among the 10 unhealthiest states.<sup>16</sup> A separate study ranked WV the lowest on Well-being Index.<sup>17</sup>

In 2010, West Virginians reported the highest average of poor mental health days in the nation, at 4.5 poor mental health days out of the previous 30. This equates to West Virginians not being able to function in their daily lives due to poor mental health 15 percent of the time. The national average is 3.5 poor mental health days in the previous 30 days.

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<sup>16</sup> <http://www.americashealthrankings.org/wv>

<sup>17</sup> <http://www.gallup.com/poll/167435/north-dakota-well-being-west-virginia-still-last.aspx>

A 2007 study ranked West Virginia as the state with the 49<sup>th</sup> worst percentage of residents suffering from depression. That same study ranked West Virginia's suicide rate of 15.4 deaths per 100,000 population the 41st worst state suicide rate in the nation.<sup>18</sup>

The 2014 West Virginia Economic Outlook explains that

*Other health issues affecting the state include high rates of diabetes and smoking as well as a high median age. In the past 10 years, rates of diabetes have increased from 7.6 percent to 11.7 percent of the population. Unlike other states, smoking has not declined within the past 10 years; 393,000 adults still smoke in West Virginia. The economic costs associated with tobacco usage are estimated to be \$2 billion annually. Half of these costs come from direct healthcare costs, while the other half come from productivity and occupational costs.*

*As of 2011, the population of West Virginia was one of the oldest in the nation with a median age of 41.5 years. In West Virginia, 16.2 percent of people are over 65 years of age. This segment of the population is increasing at a rate faster than that of the nation.<sup>19</sup>*

## **Consequence**

The consequences of any of these threats has the potential to be devastating to the citizens of West Virginia.

The recent chemical spill in the Kanawha Valley illustrates the types of consequences facing West Virginia. A January 2014 chemical leak contaminated the drinking water for over 300,000 people. The incident resulted in the leak of MCHM into the Elk River about the water intake for the West Virginia American Water Company facility in Charleston. Within hours restaurants, hospitals, and citizens were without safe drinking water. FEMA, through the state, provided bottled water to citizens for several weeks. One of the results of this incident was new state legislation requiring the registration of all aboveground storage tanks over 1,320 gallons. All the tanks in areas of critical concern are required to be registered with the West Virginia Department of Environmental Protection (WVDEP) and be subject to annual inspections by the WVDEP and independent engineers.

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<sup>18</sup> 2012 West Virginia State Health Profile

<http://www.dhhr.wv.gov/publichealthquality/statepublichealthassessment/Documents/2012%20State%20Health%20Profile%20Final%20May%202013.pdf>

<sup>19</sup> [http://www.be.wvu.edu/bber/pdfs/WV\\_Economic\\_Outlook\\_2013.pdf](http://www.be.wvu.edu/bber/pdfs/WV_Economic_Outlook_2013.pdf)

## SECTION III – STRATEGIC GOALS AND OBJECTIVES

The Goals in the Homeland Security Strategy outline ten broad-based priority areas of intentional focus to ensure achievement of the National Preparedness Goal. The Objectives outline a series of programs and initiatives that help the state attain each Goal.

<b>Goal 1: Strengthen CBRNE Preparedness and Response Capabilities</b> <i>by developing guidance acquiring the necessary equipment, training, and other resources needed by first responders to effectively detect, interdict, and respond to acts of terrorism or accidents involving CBRNE materials or agents.</i>	
<b>Objective Number</b>	<b>Objective</b>
Objective 1.1	Ensure state and local CBRNE response plans are updated regularly and include planning for catastrophic events that overwhelm capabilities
Objective 1.2	Based on capability analyses, identify, purchase, and maintain equipment for responders to safely detect, identify, and respond to CBRNE events
Objective 1.3	Identify training shortfalls and conduct training to ensure first responders have the knowledge, skills, and abilities to recognize and safely respond to a CBRNE event
Objective 1.4	Conduct exercises to test CBRNE plans, procedures, and response protocols
Objective 1.5	Enhance capacity for decontamination, both on-scene and at secondary locations (such as hospitals), including triage, medical management, antidote administration and care of non-ambulatory and ambulatory contaminated patients
Objective 1.6	Maintain and support regional HazMat response partnerships in West Virginia
Objective 1.7	Develop and sustain a statewide capability to monitor and assess environmental health impacts of a CBRNE event

<b>Goal 2: Protect Critical Infrastructure and Key Resources</b> <i>across West Virginia based on a systematic process of identifying and cataloguing infrastructure, conducting site visits and risk assessments, investing in target hardening projects, and providing additional protective and mitigation measures based on the current threat environment.</i>	
<b>Objective Number</b>	<b>Objective</b>
Objective 2.1	Conduct outreach to critical infrastructure owners and operators to support protection and emergency response efforts
Objective 2.2	Continue identifying and cataloging CIKR site information
Objective 2.3	Work with local, state, and federal agencies and private entities to conduct critical infrastructure site visits
Objective 2.4	Assess and analyze threats, vulnerabilities, and consequences of critical locations through the completion of risk assessments
Objective 2.5	Implement physical security enhancements and target hardening activities to reduce identified risk at critical infrastructure locations, including emergency service and public safety facilities
Objective 2.6	Leverage the use of technological platforms and database applications, such as Geographic Information Systems (GIS) and risk-based modeling software, to support CIKR analysis
Objective 2.7	Promote safety efforts at public and private schools and universities in West Virginia, in conjunction with local law enforcement agencies

<b>Goal 3: Strengthen Intelligence and Information-Sharing Capabilities</b> <i>through collaborative partnerships with Federal, State, local, and private sector stakeholders to better protect against and respond to terrorist threats, both foreign and domestic, and other incidents, such as active shooter situations.</i>	
<b>Objective Number</b>	<b>Objective</b>
Objective 3.1	Encourage public vigilance through “ <i>See Something, Say Something</i> ” and other Suspicious Activity Reporting (SAR) programs
Objective 3.2	Ensure robust intelligence reporting by State and local law enforcement, first responders, and other stakeholders or such as the Fusion Liaison Officer program
Objective 3.3	Collect, analyze, and disseminate written intelligence products on current and emerging threats for law enforcement, the intelligence community, executive stakeholders, and other audiences as appropriate
Objective 3.4	Expand outreach efforts and knowledge sharing beyond traditional law enforcement and intelligence communities to include first responders (including the Fire Service and Emergency Management) and the private sector
Objective 3.5	Provide both unclassified and classified intelligence briefings to appropriate law enforcement officials, first responders, and other key stakeholders
Objective 3.6	Foster greater information sharing and collaboration with other Fusion Centers through the development of formalized plans and protocols
Objective 3.7	Utilize technological systems to empower widespread information sharing between federal, state, local, and international partners
Objective 3.8	Facilitate security clearances for personnel whose duties require access to classified information
Objective 3.9	Test intelligence and information sharing capabilities through the use of training and exercises
Objective 3.10	Ensure the West Virginia Intelligence Fusion Center meets baseline capabilities for fusion centers, including the presence of a privacy policy

<b>Goal 4: Strengthen Counter-Terrorism and Law Enforcement Capabilities</b> <i>by continuing to improve our counter-terrorism operations and partnerships across West Virginia and by building specialized capabilities to address threats and acts of terrorism.</i>	
<b>Objective Number</b>	<b>Objective</b>
Objective 4.1	Continue support for the state’s Bomb Squads and Explosive Detection Canine Teams to further enhance our Improvised Explosive Device (IED) prevention and response efforts
Objective 4.2	Enhance existing efforts to support the state’s tactical teams, through capability assessments and the acquisition of equipment and training to meet State standards
Objective 4.3	Equip, train, exercise and otherwise support other specialized law enforcement response teams, such as Public Safety Dive Teams, Crime Scene Emergency Response Teams, and Forensic Identification Units
Objective 4.4	Ensure coordination of federal, state, and local law enforcement investigations through the Joint Terrorism Task Forces (JTTFs) and other related structures
Objective 4.5	Build law enforcement counter-terrorism capabilities through the purchase and sustainment of specialized equipment and technology, including License Plate Readers (LPRs), Mobile Data Terminals (MDTs), and surveillance systems
Objective 4.6	Test security measures through the use of “Red Teams” and other related exercises
Objective 4.7	Continue initiatives to detect and curtail the use of fraudulent documents
Objective 4.8	Continue outreach to the public and private sector facilities on the indicators of terrorism
Objective 4.9	Conduct counter-terrorism training for law enforcement officials and other personnel on current and emerging threats and tactics
Objective 4.10	Ensure resources are in place to train for, recognize, respond, and investigate emerging threats
Objective 4.11	Enhance multi-disciplinary preparedness and response capabilities to address Active Shooter Events



<b>Goal 5: Enhance Emergency Management and Response Capabilities</b> <i>through the implementation of a proactive posture to prepare for worst case/catastrophic scenarios at all levels of government.</i>	
<b>Objective Number</b>	<b>Objective</b>
Objective 5.1	Develop and maintain Emergency Operations Plans (EOPs) at all levels of government (including relevant annexes) and develop catastrophic response plans as appropriate
Objective 5.2	Institutionalize threat and hazard assessments (e.g. THIRAs) and implement a system to assess homeland security capabilities at the state and county level
Objective 5.3	Develop disaster logistics support and regional stockpiles to enhance commodity storage and distribution capabilities
Objective 5.4	Strengthen alert and warning capabilities through participation in emergency notification systems such as Integrated Public Alert and Warning Systems (IPAWS), proprietary systems, or other related systems
Objective 5.5	Enhance and maintain state and local Emergency Operations Center (EOC) capabilities through targeted equipment purchases and EOC training efforts
Objective 5.6	Build and maintain specialized emergency response team capabilities to augment response efforts, including Search and Rescue Teams and Incident Management Teams
Objective 5.7	Build and maintain a statewide credentialing program for first responders and other stakeholders
Objective 5.8	Conduct training and education to help develop and sustain the necessary range of capabilities for the entire range of homeland security practitioners, to include elected officials, administrators, responders, and the public
Objective 5.9	Identify and build disaster response capabilities needed to save lives, reduce suffering, and protect property during the first 72 hours of any incident
Objective 5.10	Participate in and promote formal mutual aid agreements and operationalize the Statewide Mutual Aid Agreement

<b>Goal 6: Strengthen Interoperable and Emergency Communication Capabilities</b> <i>through the efficient utilization and development of communication resources and procedures to ensure that our first responders can effectively communicate with each other during a major incident in order to protect lives and property.</i>	
<b>Objective Number</b>	<b>Objective</b>
Objective 6.1	Maintain the State Communications Interoperability Plan (SCIP)
Objective 6.2	Develop communications Standard Operating Procedures (SOPs) that are integrated with the National Incident Management System (NIMS)
Objective 6.3	Develop, sustain, and maintain governance structures for interoperability that are consistent with the Statewide Communications Interoperability Plan (SCIP)
Objective 6.4	Conduct communications asset surveys and needs assessments with all counties to improve interoperable communications planning
Objective 6.5	Develop a statewide Field Operations Guide (FOG) and distribute among communication specialists and first responders
Objective 6.6	Assure deployment of open standards-based technologies (e.g. P-25 for digital systems) to ensure interoperability
Objective 6.7	Provide communications leadership and technical training to improve communications planning and execution
Objective 6.8	Conduct multi-jurisdictional, multi-disciplinary communications training and exercises to evaluate interoperability and improve equipment proficiency
Objective 6.9	Encourage the development and adoption of standards for “Next Generation” 911 capabilities
Objective 6.10	Implement the State and Local Implementation Grant Program, which further advances development of the public safety broadband network (FirstNet).
Objective 6.11	Enhance mobile, back-up, and/or redundant communications capabilities

<b>Goal 7: Enhance Citizen and Community Preparedness Capabilities</b> <i>by better preparing West Virginia's citizens and communities to be ready for disasters and other emergencies, including the ability to sustain themselves for seven to ten days and to assist their neighborhoods in the aftermath of a disaster.</i>	
<b>Objective Number</b>	<b>Objective</b>
Objective 7.1	Establish a statewide citizen preparedness program to educate West Virginians on how to prepare themselves, their families, and their neighbors for disasters
Objective 7.2	Engage in a formal citizen preparedness campaign that utilizes both traditional and new forms of outreach
Objective 7.3	Utilize capabilities of community and non-profit organizations in disaster prevention, mitigation, preparedness, recovery, and response efforts
Objective 7.4	Enhance mass care sheltering, feeding capacity, and bulk distribution
Objective 7.5	Ensure that the needs of vulnerable populations are integrated into disaster preparedness and response efforts
Objective 7.6	Identify and support community preparedness groups, including Local Emergency Planning Committees, Citizen Corps Councils, Community Emergency Response Teams, and Medical Reserve Corps
Objective 7.7	Establish a system(s) to accept/receive, manage, and disperse donations of food, supplies, and other goods and services in the event of a disaster
Objective 7.8	Enhance efforts to understand and mitigate the psychological impacts that emergencies have on both first responders and the general public

<b>Goal 8:</b> <b>Build Back Better from Disasters and Become More Resilient Against Future Events</b> <i>through thoughtful resiliency planning and by developing long term recovery capabilities, mitigation initiatives, and other efforts to ensure the continuity of critical systems during a crisis.</i>	
<b>Objective Number</b>	<b>Objective</b>
Objective 8.1	Develop disaster recovery plans, including long term recovery plans, in communities impacted by major disasters
Objective 8.2	Create or leverage disaster recovery committees in communities impacted by major disasters
Objective 8.3	Identify, administer, and ensure the integration of disaster recovery programs and projects
Objective 8.4	Develop capabilities to restore critical services (e.g. power, utilities, fuel) to communities as soon as possible post-disaster
Objective 8.5	Develop State and regional hazard mitigation plans to help reduce vulnerability and the impact of future disasters
Objective 8.6	Proactively identify opportunities to increase resiliency through smarter building codes, urban planning, and other associated infrastructure improvements
Objective 8.7	Conduct training and exercises aimed at enhancing disaster recovery and resiliency efforts
Objective 8.8	Develop a common assessment tool for calculating housing damages statewide
Objective 8.9	Develop the case management capability in conjunction with FEMA, state/local governments, and Volunteer Organizations Active in Disasters
Objective 8.10	Advance Continuity of Operations (COOP) and Continuity of Government (COG) planning and implementation to ensure seamless operations after a major disaster occurs

<b>Goal 9: Support Health Emergency Preparedness</b> <i>by readying the State for a potential pandemic and preparing local communities to distribute medical countermeasures on a large scale, and supporting the ability of the healthcare community to surge bed capacity and other resources to manage large numbers of sick or injured during any incident.</i>	
<b>Objective Number</b>	<b>Objective</b>
Objective 9.1	Enhance local, regional, State, and Federal cross-disciplinary planning efforts to prepare for and respond to a health emergency
Objective 9.2	Maintain laboratory capability and capacity for the detection and analysis of CBRNE agents
Objective 9.3	Support public health surveillance capabilities to more effectively deter and monitor outbreaks of disease
Objective 9.4	Advance triage and pre-hospital treatment capabilities, including medical triage, decontamination, and the administration of countermeasures, through support and personal protective measures for Emergency Medical Service (EMS) providers
Objective 9.5	Enhance medical emergency response capabilities including medical triage, decontamination, and surge capabilities at healthcare facilities
Objective 9.6	Ensure the availability, viability, and access to mass prophylaxis and other medical countermeasures statewide
Objective 9.7	Enhance mass fatality management capabilities statewide
Objective 9.8	Ensure medical resiliency and continuity of operations at healthcare facilities
Objective 9.9	Expand health emergency preparedness through training and exercise efforts across the state
Objective 9.10	Implement a patient tracking system statewide

<b>Goal 10: Enhance Cyber Security Capabilities</b> <i>through outreach and education as well as implementing programs and policies to prevent, protect against, respond to, and recover from cyber attacks or other major cyber incidents in collaboration with key partners and</i>	
<b>Objective Number</b>	<b>Objective</b>
Objective 10.1	Enhance cyber security awareness through outreach and education efforts to relevant stakeholders
Objective 10.2	Conduct, support, and attend relevant cyber security trainings to improve technical capabilities
Objective 10.3	Expand partnerships with Federal, other state, and local governments to foster situational awareness and advance cyber security efforts in West Virginia
Objective 10.4	Develop partnerships with academic and private sector partners to foster situational awareness and strengthen cyber security capabilities in the state
Objective 10.5	Analyze cyber threats and conduct forensic cyber investigations
Objective 10.6	Develop and disseminate cyber security alerts and advisories to relevant stakeholders
Objective 10.7	Maintain and update cyber security policies and standards for state government entities, and monitor compliance with such policies
Objective 10.8	Incorporate cyber security into exercises to build and test capabilities
Objective 10.9	Ensure West Virginia has a sustainable cyber workforce through improved workforce development and succession planning efforts
Objective 10.10	Strengthen networking infrastructure by upgrading outdated infrastructure and introducing technologies that vastly improve security within state and local government agencies

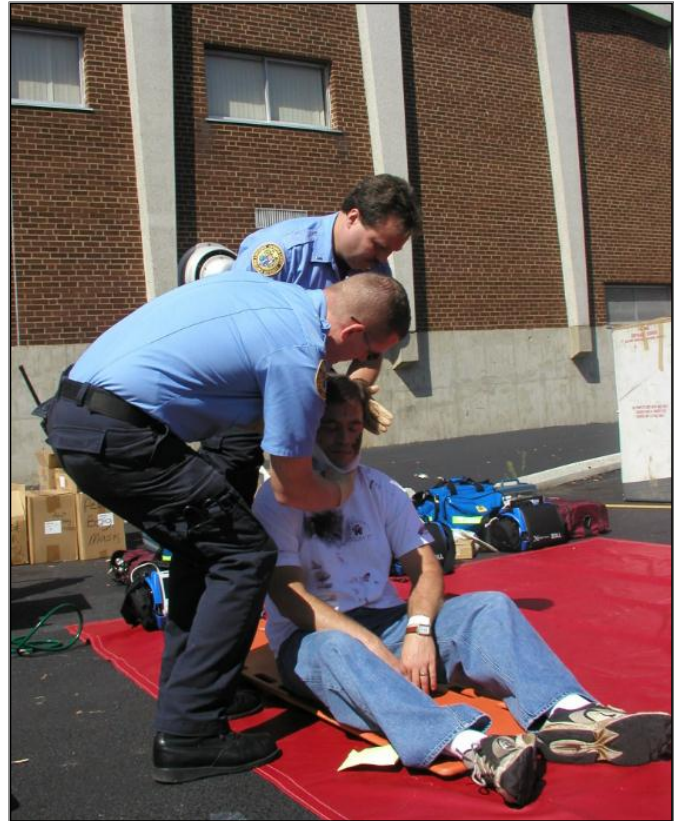


## SECTION IV – INTEGRATION AND IMPLEMENTATION

*The West Virginia Homeland Security Strategy* directly builds on the *National Strategy for Homeland Security* (first issued in July 2002 and revised in October 2007) and Presidential Policy Directive-8 that outlines the National Preparedness Goal and Strategy. This state strategy also builds upon prior strategy goals and objectives for the State of West Virginia.

The *West Virginia Homeland Security Strategy* will be implemented through programs, policies, and projects that will advance the collective goals and objectives in support of the capabilities needed to be prepared for both man-made and natural hazards. In addition to federal preparedness grants, other funding sources can and should be used to implement the *West Virginia Homeland Security Strategy*.

The key to the effective implementation of the *West Virginia Homeland Security Strategy* will be coordinated planning, communication, investment, involvement, and support from many agencies and stakeholders. This includes the state and local elected and appointed officials who are ultimately responsible for the safety of their constituents. The *West Virginia Homeland Security Strategy* reflects the increased understanding of all threats facing West Virginia by assessing information collected through the THIRA process, intelligence provided by the WV Intelligence Fusion Center, and real events.



The West Virginia Homeland Security State Administrative Agency maintains the *West Virginia Homeland Security Strategy*, but many state agencies (e.g. agriculture, commerce, education, emergency management, emergency medical services, fire service, housing, law enforcement, natural and culture resources, public health, and transportation) play a vital role in homeland security as well. The homeland security enterprise requires the coordinated efforts across all branches of government including legislative, judicial, and executive (i.e. all Constitutional officers).

It is equally important to coordinate and collaborate with local government as all disasters start and end locally. Local elected officials, emergency managers, law enforcement and other first responder agencies have the ultimate responsibility for protecting and preparing their communities. The majority of resources including personnel and equipment resides in local jurisdictions, not with state agencies. In addition to the traditional preparedness and response functions, homeland security has broadened the role of local government to help protect critical infrastructure and prevent the next act of terrorism by sharing information on threats, suspicious activities, and other relevant law enforcement information.

State and local governments must work together and understand capabilities of each other and the challenges that each other faces. It is essential that local stakeholders have a role in helping to maintain and implement the *West Virginia Homeland Security Strategy*.

In addition to the various levels of government, the private sector must be a full partner in homeland security. As the Nation's principal providers of goods and services, and the owners or operators of a significant amount of the Nation's critical infrastructure, the private sector has an interest in ensuring their own security and the security of their customers. Private sector partners have the ability to bring critical skill sets, resources, and perspective to successfully implement the *West Virginia Homeland Security Strategy*.

The public also has an important role to play. Public awareness and preparedness are critical elements in preventing terrorist attacks and responding to disasters. West Virginia will work to empower citizens with the information they need to be both aware and prepared, and will find ways to partner with non-profit and other community groups to help promote the preparedness message. Ultimately, it is the responsibility of every individual to ensure they and their families have taken necessary preparedness actions.



## SECTION V – PERFORMANCE MEASURES

Measuring progress is a key component of homeland security. The effective and efficient use of public dollars is a critical part of the *West Virginia Homeland Security Strategy* and requires the use of metrics to measure progress towards increasing preparedness capabilities and achieving goals. To report on how the state is meeting its homeland security goals, West Virginia will utilize the federally mandated State Preparedness Report (SPR) and the Threat and Hazard Identification Risk Assessment (THIRA). Copies of the SPR and THIRA are available from the West Virginia Homeland Security State Administrative Agency. Other federal preparedness measures are likely to emerge and West Virginia is prepared to help test and implement these tools when they become available.

In addition to the federal performance measures, the West Virginia Homeland Security State Administrative Agency will also work with state and local partners to ensure West Virginia is meeting the specific objectives outlined in the State Strategy. The *West Virginia Homeland Security Strategy* will also be tested through exercises and actual events, as they too represent opportunities to identify gaps and shape priorities moving forward.

The *West Virginia Homeland Security Strategy* must remain current and updated. The West Virginia Homeland Security State Administrative Agency will coordinate the process of maintaining the Strategy including any changes to federal homeland security guidance and legislative mandates. State and local stakeholders will be encouraged to provide feedback, insight, and recommendations for improvement.

## APPENDIX A: HOMELAND SECURITY TARGETS AND METRICS

Goal 1: Strengthen CBRNE Preparedness and Response		
Objectives	Targets	Metrics
1.1 Ensure state and local HazMat Plans, are updated regularly and include planning for catastrophic events that overwhelm capabilities	<ul style="list-style-type: none"> <li>100% of counties and the state have a Hazardous Material annex to their emergency operation plan that has been updated in the past three years</li> </ul>	<ul style="list-style-type: none"> <li>% of counties that have a Hazardous Materials annex that has been updated in the past three years</li> </ul>
1.2 Based on capability analyses, identify, purchase, and maintain equipment for responders to safely detect, identify, and respond to CBRNE events	<ul style="list-style-type: none"> <li>100% of appropriate first responders have the equipment needed to effectively respond to a CBRNE event (based on the unique needs of each individual event)</li> </ul>	<ul style="list-style-type: none"> <li>Completion of a bi-annual analysis of CBRNE threats</li> <li>\$ amount of federal grant funding allocated in each fiscal year for CBRNE equipment</li> </ul>
1.3 Identify training shortfalls and conduct training to ensure first responders have the knowledge, skills, and abilities to recognize and safely respond to a CBRNE event.	<ul style="list-style-type: none"> <li>100% of all first responders obtain the necessary training to safely respond to a CBRNE event</li> </ul>	<ul style="list-style-type: none"> <li># of CBRNE courses taught annually and the # of responders trained</li> </ul>
1.4 Conduct exercises to test CBRNE plans, procedures, and response protocols	<ul style="list-style-type: none"> <li>100% of counties participate in an exercise with a CBRNE component each year</li> </ul>	<ul style="list-style-type: none"> <li>% of counties that participate in a CBRNE exercise each year</li> </ul>
1.5 Enhance capacity for decontamination, both on-scene and at secondary locations (such as hospitals), including triage, medical management, antidote administration and care of non-ambulatory and ambulatory contaminated patients	<ul style="list-style-type: none"> <li>Ensure that all necessary equipment is purchased</li> <li>Ensure counties include mass decontamination efforts in their CBRNE planning considerations</li> </ul>	<ul style="list-style-type: none"> <li>% of counties that include mass decontamination in their CBRNE planning documents</li> </ul>
1.6 Maintain and support regional HazMat response partnerships in West Virginia	<ul style="list-style-type: none"> <li>Maintain at least 6 regional HazMat response partnerships</li> </ul>	<ul style="list-style-type: none"> <li># of regional HazMat response partnerships in WV</li> </ul>
1.7 Develop a statewide capability to monitor and assess environmental health impacts of a CBRNE event.	<ul style="list-style-type: none"> <li>Develop an annex to the State Emergency Operations Plan outlining the State's approach to monitor environmental health impacts after a CBRNE event</li> </ul>	<ul style="list-style-type: none"> <li>An annex is developed (yes/no)</li> </ul>

Goal 2: Protect Critical Infrastructure and Key Resources		
Objectives	Targets	Metrics
2.1 Conduct outreach to critical infrastructure owners and operators to support protection and emergency response efforts	<ul style="list-style-type: none"> <li>DHSEM will maintain defined Points of Contact (POCs) for owners/operators of prioritized Critical Infrastructure sites in the State</li> </ul>	<ul style="list-style-type: none"> <li>A list of POCs for owners/operators of prioritized Critical Infrastructure Sites is maintained by DHSEM (yes/no)</li> </ul>
2.2 Continue identifying and cataloging CIKR site information	<ul style="list-style-type: none"> <li>A State-Level list of CIKR is developed and maintained</li> <li>Each county maintains an inventory of critical buildings and facilities within their jurisdiction</li> </ul>	<ul style="list-style-type: none"> <li>A State-Level list of CIKR is developed and maintain (yes/no)</li> <li>100% of counties have an inventory of their critical infrastructure (via their Hazard Mitigation Plans)</li> </ul>
2.3 Work with local, State, and Federal agencies and private entities to conduct critical infrastructure site visits	<ul style="list-style-type: none"> <li>Complete at least 60 site visits annually in the state</li> </ul>	<ul style="list-style-type: none"> <li># of site visits conducted</li> </ul>
2.4 Assess and analyze threats, vulnerabilities, and consequences of critical locations through the completion of risk assessments	<ul style="list-style-type: none"> <li>Complete 10 risk assessments for CIKR sites that are documented, reproducible, and defensible</li> </ul>	<ul style="list-style-type: none"> <li># of risk assessments completed</li> </ul>
2.5 Implement physical security enhancements and target hardening activities to reduce identified risk at critical infrastructure locations, including emergency service and public safety facilities	<ul style="list-style-type: none"> <li>Grant funding is dedicated to physical security enhancements and target hardening activities</li> </ul>	<ul style="list-style-type: none"> <li>\$ amount of federal grant funding allocated in each fiscal year for target hardening activities</li> </ul>
2.7 Leverage the use of technological platforms and database applications, such as Geographic Information Systems (GIS) and risk-based modeling software, to support CIKR analysis	<ul style="list-style-type: none"> <li>Facilitate access to federal and state infrastructure protection data systems</li> </ul>	<ul style="list-style-type: none"> <li># of users in DHS IP Gateway</li> </ul>
2.8: Promote safety efforts at schools and colleges in West Virginia, in conjunction with local law enforcement agencies	<ul style="list-style-type: none"> <li>100% of public and private schools and colleges have a School Safety Plan in place</li> <li>100% of staff in public and private schools and colleges have been trained in the implementation of their School Safety Plan</li> </ul>	<ul style="list-style-type: none"> <li>% of public and private schools and colleges that have a School Safety Plan in place</li> <li>% of staff in public and private schools and colleges who have been trained in the implementation of their School Safety Plan</li> </ul>

Goal 3: Strengthen Intelligence and Information Sharing Capabilities		
Objectives	Targets	Metrics
3.1. Encourage public vigilance through “ <i>See Something, Say Something</i> ” and Suspicious Activity Reporting (SAR) programs	<ul style="list-style-type: none"> <li>Tips reporting is maintained by WV Intelligence Fusion Center</li> </ul>	<ul style="list-style-type: none"> <li>% tips that become SARs</li> <li># adopted for investigation</li> </ul>
3.2. Ensure robust intelligence reporting through Fusion Liaison Officer (FLO) program	<ul style="list-style-type: none"> <li>Maintain a FLO coordinator</li> <li>100% of FLO members attend at least one regional training/refreshers every 2 years</li> <li>At least 1 Fire/EMS FLO is identified per county</li> <li>150 total FLOs</li> </ul>	<ul style="list-style-type: none"> <li>FLO Coordinator (yes/no)</li> <li># of FLO members</li> <li>% of FLO members who attend training each year</li> <li># of counties with FLOs</li> <li># of FLO trainings and # trained each year</li> </ul>
3.3. Collect, analyze, and appropriately disseminate written intelligence products on current and emerging threats for law enforcement, the intelligence community, executive stakeholders, and other audiences as appropriate	<ul style="list-style-type: none"> <li>Ensure distribution of intelligence products to stakeholders based on threat information and regular production schedules.</li> </ul>	<ul style="list-style-type: none"> <li># Law Enforcement (LE) products issued</li> <li># of LE customers who received products</li> <li># of total recipients</li> </ul>
3.4. Expand outreach efforts and knowledge share beyond traditional law enforcement and intelligence communities to include first responders (including the Fire Service and Emergency Managers) and the private sector	<ul style="list-style-type: none"> <li>Ensure distribution of intelligence products to non-law enforcement stakeholders based on threat information and regular production schedules.</li> </ul>	<ul style="list-style-type: none"> <li># of non-LE products issued</li> <li># of non-LE customers who received products</li> </ul>
3.5. Provide both unclassified and classified intelligence briefings to appropriate law enforcement officials, first responders, and other key stakeholders	<ul style="list-style-type: none"> <li>Conduct annual Threat Briefing to the WV state government leadership</li> <li>Conduct Quarterly Briefings to DHSEM staff, state agencies, and EOC personnel</li> <li>Provide at least one classified briefing annually</li> </ul>	<ul style="list-style-type: none"> <li>Annual Threat Briefing is provided to the WV government leadership (yes/no)</li> <li># Quarterly Threat Briefings</li> <li># of classified briefings given</li> </ul>
3.6. Foster greater information sharing and collaboration with other Fusion Centers through the development of formalized plans and protocols	<ul style="list-style-type: none"> <li>Formal Plans/Protocols Exist</li> <li>Establish protocols for sharing information with other Fusion Centers</li> <li>Collaborate with other Fusion Centers on the development of joint threat assessments/briefings</li> </ul>	<ul style="list-style-type: none"> <li>Formal Plans Exist at the WV IFC (yes/no)</li> <li># of interactions between Fusion Centers</li> <li># of multi-state Fusion Center products</li> </ul>



3.7. Utilize technological systems to empower wide spread information sharing between Federal, State, local, and international partners	<ul style="list-style-type: none"> <li>• Intelligence products are shared via the Homeland Security Information Network (HSIN)</li> <li>• Appropriate personnel have Homeland Security Data Net (HSDN) access</li> </ul>	<ul style="list-style-type: none"> <li>• % Intelligence products posted to HSIN</li> <li>• # of HSDN terminals</li> </ul>
3.8. Facilitate security clearances for personnel whose duties require access to classified information	<ul style="list-style-type: none"> <li>• Appropriate WV personnel hold clearances</li> </ul>	<ul style="list-style-type: none"> <li>• Security clearances are maintained by appropriate personnel (yes/no)</li> </ul>
3.9. Test intelligence and information sharing capabilities through the use of training and exercises	<ul style="list-style-type: none"> <li>• Conduct at least 4 trainings and/or exercises per year</li> </ul>	<ul style="list-style-type: none"> <li>• # of trainings/exercises each year</li> </ul>
3.10. Ensure the West Virginia Intelligence Fusion Center meets baseline capabilities for fusion centers, including the presence of a privacy policy	<ul style="list-style-type: none"> <li>• A privacy policy exists at the WV IFC</li> <li>• The WV IFC receives a score of 90% or better each year on their DHS Fusion Center Assessment.</li> </ul>	<ul style="list-style-type: none"> <li>• A privacy policy exists at the WV IFC (yes/no)</li> <li>• WV IFC scores 90% or better on their DHS Fusion Center Assessment (yes/no)</li> </ul>

Goal 4: Strengthen Counter Terrorism and Law Enforcement Capabilities		
Objectives	Targets	Metrics
4.1 Continue support for the State’s Bomb Squads and Explosive Detection Canine Teams to further enhance our Improvised Explosive Device (IED) prevention and response efforts	<ul style="list-style-type: none"> <li>100% of Bomb Squads are considered a “Type 1” or “Type 2” (most capable) based on NIMS Typing Standards</li> <li>100% of Explosive Canine Teams in the State have assessed their capabilities</li> </ul>	<ul style="list-style-type: none"> <li>% of Bomb Squads that are Type 1 or Type 2</li> <li>% of ED Canine Teams that have had their capabilities assessed</li> </ul>
4.2 Enhance existing efforts to support the State’s Tactical Teams, through capability assessments and the acquisition of equipment and training to meet State standards	<ul style="list-style-type: none"> <li>100% of Tactical Teams have assessed their capabilities and have completed NIMS resource typing</li> </ul>	<ul style="list-style-type: none"> <li>% of Tactical Teams that have had their capabilities assessed</li> <li>% of equipment typed according to NIMS definitions</li> </ul>
4.3 Equip, train, exercise and otherwise support other specialized law enforcement response teams, such as Public Safety Dive Teams, Crime Scene Emergency Response Teams and Forensic Identification Units	<ul style="list-style-type: none"> <li>Identify 100% of specialty teams and related team standards</li> <li>Assess team locations and capabilities against state threat assessments to identify gaps</li> </ul>	<ul style="list-style-type: none"> <li># of other law enforcement specialty teams identified</li> <li>\$ amount of federal grant money allocated to specialized teams</li> </ul>
4.4 Ensure coordination of federal, state, and local law enforcement investigations through the Joint Terrorism Task Forces (JTTFs) and other related structures	<ul style="list-style-type: none"> <li>100% of JTTFs in West Virginia contain State and Local participation</li> <li>Identify other coordinating structures with relevant law enforcement investigative capabilities</li> </ul>	<ul style="list-style-type: none"> <li>% of JTTFs in WV that contain State and Local participation</li> <li># of coordinating structures</li> </ul>
4.5 Build law enforcement counter-terrorism capabilities through the purchase and sustainment of specialized equipment and technology, including License Plate Readers (LPRs), Mobile Data Terminals (MDTs), and surveillance systems	<ul style="list-style-type: none"> <li>Identify and quantify the amount of grant-funded resources dedicated to law enforcement IT-based specialty systems</li> </ul>	<ul style="list-style-type: none"> <li>\$ amount dedicated to law enforcement IT-based specialty systems using federal grant funds each fiscal year</li> </ul>
4.6 Test security measures through the use of “Red Teams” and other related exercises	<ul style="list-style-type: none"> <li>100% of regions participate in a Red Team or other Counter Terrorism-related exercise by 2017</li> </ul>	<ul style="list-style-type: none"> <li>% of regions that participate in a Red Team or Counter Terrorism-related exercise</li> </ul>

4.7 Continue initiatives to detect and curtail the use of fraudulent documents	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
4.8 Continue initiatives to detect and curtail the use of fraudulent documents	<ul style="list-style-type: none"> <li>• Ensure the continued use of Facial Recognition software and other technology systems to deter the use of fraudulent documents</li> </ul>	<ul style="list-style-type: none"> <li>• # of related arrests and the # of fraudulent IDs confiscated</li> </ul>
4.9 Continue outreach from law enforcement to the public and private sector facilities on the indicators of terrorism	<ul style="list-style-type: none"> <li>• Ensure materials and presentations are available as protected</li> </ul>	<ul style="list-style-type: none"> <li>• # of presentations on indicators</li> </ul>
4.10 Conduct counter-terrorism training for law enforcement officials and other personnel on current and emerging threats and tactics	<ul style="list-style-type: none"> <li>• Conduct four courses per year</li> </ul>	<ul style="list-style-type: none"> <li>• # of courses each year</li> </ul>
4.11 Ensure resources are in place to train for, recognize, respond, and investigate emerging threats, such as the use of fire as a weapon	<ul style="list-style-type: none"> <li>• 100% of the appropriate personnel are provided with the needed equipment and training to recognize, respond to, and investigate incidents involving fire as a weapon</li> </ul>	<ul style="list-style-type: none"> <li>• \$ amount for grant projects addressing fire as a weapon in each fiscal year</li> </ul>
4.12 Enhance multi-disciplinary preparedness and response capabilities to address Active Shooter Events	<ul style="list-style-type: none"> <li>• 100% of appropriate responders and homeland security officials are provided with Active Shooter training</li> </ul>	<ul style="list-style-type: none"> <li>• # of Active Shooter courses</li> </ul>

Goal 5: Enhance Emergency Management and Response Capabilities		
Objectives	Targets	Metrics
5.1 Develop and maintain Emergency Operations Plans (EOPs) at all levels of government (including relevant annexes) and develop catastrophic response	<ul style="list-style-type: none"> <li>100% of counties have a EOPs that have been updated within the past year</li> <li>Operational plans for first responder agencies are in place to complement their broader EOPs</li> </ul>	<ul style="list-style-type: none"> <li>%, # of counties that have an up-to-date EOPs</li> <li></li> </ul>
5.2 Institutionalize threat and hazard assessments (e.g. THIRAs) and implement a system to assess homeland security capabilities at the State and County level	<ul style="list-style-type: none"> <li>100% of counties have updated their THIRAs within the year</li> <li>A Threat/Hazard Identification and Risk Assessment (THIRA) is completed annually by the State</li> </ul>	<ul style="list-style-type: none"> <li>%, # of counties that have conducted a THIRA in the last year</li> <li>State THIRA is completed (yes/no)</li> </ul>
5.3 Develop disaster logistics support and regional stockpiles to enhance commodity distribution capabilities	<ul style="list-style-type: none"> <li>Develop an asset tracking system to ensure resources deployed can be effectively tracked and maintained</li> </ul>	<ul style="list-style-type: none"> <li>An asset tracking system is developed and utilized to track resources (yes/no)</li> </ul>
5.4 Strengthen alert and warning capabilities through participation in emergency notification systems (e.g. Integrated Public Alert and Warning Systems (IPAWS))	<ul style="list-style-type: none"> <li>100% of counties can receive emergency information from DHSEM</li> </ul>	<ul style="list-style-type: none"> <li>% of counties w/alerting capabilities</li> </ul>
5.5 Enhance and maintain State and local Emergency Operations Center (EOC) capabilities through targeted equipment purchases and EOC training efforts	<ul style="list-style-type: none"> <li>State EOC is technologically advanced and capable of coordinating response to catastrophic disasters</li> <li>Local EOCs are operational and capable of coordinating disaster response (based on local needs)</li> </ul>	<ul style="list-style-type: none"> <li>State EOC is fully functional and capable of managing operations 24/7 for a long-term event (yes/no)</li> <li># of counties with adequate EOC capabilities</li> </ul>
5.6 Build and maintain specialized emergency response team capabilities to augment response efforts, including Technical Rescue Teams and Incident Management Teams	<ul style="list-style-type: none"> <li>100% of jurisdictions are served (directly or regionally) by the appropriate type of specialized response team; specialty teams are equipped to address designated hazards</li> <li>Emergency response teams are typed, accredited, and credentialed.</li> </ul>	<ul style="list-style-type: none"> <li># and type of response teams (e.g. Technical Rescue, Incident Management) that exist in the State</li> <li>% of teams that have been typed, accredited, and credentialed.</li> </ul>

5.7 Build and maintain a statewide credentialing program for first responders	<ul style="list-style-type: none"> <li>• 100% of first responders (beginning with Fire, Police, Emergency Management, and EMS) are included in a statewide credentialing program</li> </ul>	<ul style="list-style-type: none"> <li>• % of first responders covered by the credentialing program</li> </ul>
5.8 Conduct training and education to help develop and sustain the necessary range of capabilities for the range of homeland security practitioners, to include Elected Officials, administrators, responders, and the public	<ul style="list-style-type: none"> <li>• Conduct standardized emergency management and response training for officials in all counties</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of all Emergency Managers and County Leaders have completed this training (yes/no)</li> <li>• 100% of Emergency Responder Training Requests have been met</li> </ul>
5.9 Identify and build disaster response capabilities needed to save lives, reduce suffering, and protect property during the first 72 hours of a disaster	<ul style="list-style-type: none"> <li>• The County required to detail their capacity for the response-related capabilities</li> </ul>	<ul style="list-style-type: none"> <li>• #/% of counties that complete the capacity elements of the CEPA process.</li> </ul>
5.10 Participate in and promote formal mutual aid agreements and operationalize the Statewide Mutual Aid Program	<ul style="list-style-type: none"> <li>• Fully develop the Statewide Mutual Aid</li> <li>• Coordinate with contiguous and other states on the National Emergency Management Assistance Compact (EMAC)</li> </ul>	<ul style="list-style-type: none"> <li>• Statewide Mutual Aid Agreement is instituted (yes/no)</li> <li>• EMAC is instituted (yes/no)</li> </ul>

Goal 6: Strengthen Interoperable and Emergency Communications Capabilities		
Objectives	Targets	Metrics
6.1 Maintain the State Communications Interoperability Plan (SCIP)	<ul style="list-style-type: none"> <li>The SCIP is updated annually.</li> </ul>	<ul style="list-style-type: none"> <li>Annual SCIP updates are completed (yes/no)</li> </ul>
6.2 Develop communications Standard Operating Procedures (SOPs) that are integrated with the National Incident Management System (NIMS)	<ul style="list-style-type: none"> <li>100% of counties have the appropriate SOPs for communications</li> </ul>	<ul style="list-style-type: none"> <li>#, % of counties with the appropriate communications SOPs</li> </ul>
6.3 Develop governance structures for interoperability that are consistent with the Statewide Communications Interoperability Plan (SCIP)	<ul style="list-style-type: none"> <li>100% of counties have governance structures based on the SCIP</li> </ul>	<ul style="list-style-type: none"> <li>#, % of counties with an Interoperability Coordinator</li> </ul>
6.4 Conduct communications asset surveys and needs assessments with all counties to improve interoperable communications planning	<ul style="list-style-type: none"> <li>100% of county participation in asset surveys and needs assessments</li> <li>100% of appropriate state agency participation in asset surveys and needs assessments</li> </ul>	<ul style="list-style-type: none"> <li>#, % of counties responding to survey</li> <li>#, % of appropriate state agencies responding the survey</li> </ul>
6.5 Develop a Statewide Field Operations Guide (FOG) and distribute among communication specialists and first responders	<ul style="list-style-type: none"> <li>FOG is completed by the end of 2015</li> </ul>	<ul style="list-style-type: none"> <li>% of completion and distribution of FOG</li> </ul>
6.6 Assure deployment of open standards-based technologies (e.g. P-25 for digital systems) to ensure interoperability	<ul style="list-style-type: none"> <li>100% of counties deploy open standards-based technologies to achieve interoperability</li> <li>100% of appropriate state agencies deploy open standards-based technologies to achieve interoperability</li> </ul>	<ul style="list-style-type: none"> <li>% of counties utilizing open-standards technologies</li> <li>% of appropriate state agencies utilizing open-standards technologies</li> </ul>
6.7 Provide communications leadership and technical training to improve communications planning and execution	<ul style="list-style-type: none"> <li>100% of counties provided with COML</li> <li>100% of counties provided with COMT</li> </ul>	<ul style="list-style-type: none"> <li>% of counties with personnel certified in COML (and # of COML trained personnel)</li> <li>% of counties with personnel certified in COMT (and # of COMT trained personnel)</li> </ul>
6.8 Conduct multi-jurisdictional, multi-disciplinary communications training and exercises to evaluate interoperability	<ul style="list-style-type: none"> <li>1 exercise per year in 100% of counties and appropriate state agencies</li> </ul>	<ul style="list-style-type: none"> <li>(%/per year) of counties and appropriate state agencies participating in exercises</li> </ul>
6.9 Encourage the development and adoption of standards for “Next Generation” 911 capabilities	<ul style="list-style-type: none"> <li>100% of counties adopt standards for “Next Generation” 911 capabilities</li> </ul>	<ul style="list-style-type: none"> <li>% of counties adopting Next Generation 911 standards</li> </ul>

6.10 Implement the State and Local Implementation Grant Program, which further advances development of the public safety broadband network (FirstNet).	<ul style="list-style-type: none"> <li>• SLIGP is implemented in accordance with the schedule and grant requirements set forward by NTIA (National Telecommunications and Information Administration)</li> </ul>	<ul style="list-style-type: none"> <li>• SLICGP implementation is in accordance with the schedule and grant requirements (yes/no)</li> </ul>
6.11 Enhance mobile, back-up and/or redundant communications capabilities	<ul style="list-style-type: none"> <li>• 100% of counties have mobile, back-up, and/or redundant communications in place.</li> <li>• 100% of appropriate state agencies have mobile, back-up, and/or redundant communications in place.</li> </ul>	<ul style="list-style-type: none"> <li>• % of counties have access and capability to utilize mobile, back-up and/or redundant communications</li> <li>• % of appropriate state agencies have access and capability to utilize mobile, back-up and/or redundant communications</li> </ul>



Goal 7: Enhance Citizen and Community Preparedness Activities		
Objectives	Targets	Metrics
7.1 Establish a statewide citizen preparedness training program to educate West Virginians on how to prepare themselves, their families, and their neighbors for disasters	<ul style="list-style-type: none"> <li>Establish a statewide training program</li> <li>Conduct training for 50,000 by December 2015 through the Citizen Preparedness Corps</li> </ul>	<ul style="list-style-type: none"> <li>Training Program is established (yes/no)</li> <li># of trained</li> </ul>
7.2 Engage in a formal citizen preparedness campaign that utilizes both traditional and new forms of outreach	<ul style="list-style-type: none"> <li>Establishment of a statewide campaign</li> <li>Utilize social media platforms to engage more West Virginians in this campaign</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of a statewide campaign (yes/no)</li> <li># of social media (e.g. Twitter) followers engaged</li> </ul>
7.4 Utilize capabilities of community and non-profit organizations into disaster preparedness and response efforts	<ul style="list-style-type: none"> <li>100% of counties report partnerships with community and non-profit organizations</li> </ul>	<ul style="list-style-type: none"> <li>% of counties that report these partnerships</li> </ul>
7.5 Enhance surge and mass care sheltering capacity through partnerships with community organizations and other entities	<ul style="list-style-type: none"> <li>100% of counties in the State have the ability to shelter up to 5% of their population after a disaster</li> </ul>	<ul style="list-style-type: none"> <li>% of counties that are able to shelter 5% of their population after a disaster</li> </ul>
7.6 Ensure that the needs of vulnerable populations in our communities are integrated into disaster preparedness and response efforts	<ul style="list-style-type: none"> <li>100% of counties have special needs considerations integrated into their CEMPs</li> </ul>	<ul style="list-style-type: none"> <li>% of counties that have special needs registry considerations integrated into their CEMPs</li> </ul>
7.7 Identify and develop community preparedness groups, including Citizen Corps Councils, Community Emergency Response Teams, and Medical Reserve Corps	<ul style="list-style-type: none"> <li>Community preparedness organizations exist statewide</li> </ul>	<ul style="list-style-type: none"> <li># of community organizations (e.g. CERTs, CCCs) and the % of the population they serve</li> </ul>
7.8 Establish a system(s) to accept/receive/distribute donations of food, supplies, and other goods and services in the event of a disaster	<ul style="list-style-type: none"> <li>State System is established.</li> </ul>	<ul style="list-style-type: none"> <li>State System is established (yes/no)</li> </ul>
7.9 Enhance efforts to understand and mitigate the psychological impacts that emergencies have on both first responders and the general public	<ul style="list-style-type: none"> <li>Provide training to first responders and other officials on how to address and manage the psychological impacts of emergencies</li> </ul>	<ul style="list-style-type: none"> <li># of trainings offered and # of first responders and other officials trained</li> </ul>

Goal 8: Build back better from Disasters and Become More Resilient Against Future Events		
Objectives	Targets	Metrics
8.1 Develop disaster recovery plans, including long term recovery plans, in communities impacted by major disasters	<ul style="list-style-type: none"> <li>Develop a State Disaster Recovery Plan</li> <li>Ensure 100% of county emergency operations plans have recovery components</li> </ul>	<ul style="list-style-type: none"> <li>State Recovery Plan in place (yes/no)</li> <li>% of county plans with recovery components</li> </ul>
8.2 Create or leverage disaster recovery committees in communities impacted by major disasters	<ul style="list-style-type: none"> <li>Establish regional/multi-county recovery committees for all areas where needed due to a persistent threat or following an incident</li> </ul>	<ul style="list-style-type: none"> <li># of committees</li> <li>% of impacted counties with a recovery committee</li> <li># of plans completed by these committees</li> </ul>
8.3 Identify, administer, and ensure the integration of disaster recovery programs/projects	<ul style="list-style-type: none"> <li>Identify programs to support housing/individual needs, infrastructure and economic recovery</li> <li>Ensure each program has an operational dashboard or metrics to track progress</li> </ul>	<ul style="list-style-type: none"> <li># of programs</li> <li>\$ of resources</li> <li># of metrics</li> </ul>
8.4 Develop capabilities to restore critical services (e.g. power, utilities, fuel) to communities as soon as possible post disaster	<ul style="list-style-type: none"> <li>Establish a strategic fuel reserve for the State</li> <li>Ensure that gas stations pre-identified by the State are able to accept emergency generation</li> </ul>	<ul style="list-style-type: none"> <li>Strategic fuel reserve is established (yes/no)</li> <li>#, % of pre-identified gas stations that can accept emergency generation</li> </ul>
8.5 Develop State and regional hazard mitigation plans to help reduce the impact of future disasters	<ul style="list-style-type: none"> <li>State Mitigation Plan is updated every 3 years</li> <li>Regional (i.e. County-Level) mitigation plans are updated every 5 years</li> </ul>	<ul style="list-style-type: none"> <li>State Mitigation Plan is up-to-date (yes/no)</li> <li>% of counties that have an up-to-date mitigation plan</li> </ul>
8.6 Proactively identify opportunities to increase resiliency through smarter building codes, urban planning, and other associated infrastructure improvements	<ul style="list-style-type: none"> <li>Catalogue changes to resiliency efforts and other best practices in terms of building design that have been done in the post-Sandy era</li> </ul>	<ul style="list-style-type: none"> <li># of mitigation/resiliency projects or initiatives</li> </ul>
8.7 Provide training and exercises aimed at enhancing disaster recovery and resiliency efforts	<ul style="list-style-type: none"> <li>Conduct at least 12 disaster recovery training/exercise events annually</li> </ul>	<ul style="list-style-type: none"> <li># of training programs/students</li> <li># of exercise efforts aimed at recovery</li> </ul>
8.8 Develop a common assessment tool for calculating housing damages statewide	<ul style="list-style-type: none"> <li>Common assessment tool is developed</li> <li>Train code enforcement officers to use the common assessment tool</li> </ul>	<ul style="list-style-type: none"> <li>Common assessment tool is developed (yes/no)</li> <li># of code enforcement officers trained to use the common assessment tool</li> </ul>
8.9 Support the case management capability in conjunction with FEMA, the Human Needs Task Force, State/Local governments, and Volunteer Organizations Active in Disasters	<ul style="list-style-type: none"> <li>Provide timely assistance to Wet Virginians with case management needs (based on the timeframes associated with each program)</li> </ul>	<ul style="list-style-type: none"> <li># of cases managed</li> </ul>

<p>8.10 Advance Continuity of Operations (COOP) and Continuity of Government (COG) planning to ensure seamless operations after a major disaster occurs</p>	<ul style="list-style-type: none"> <li>• 100% of State Agencies maintain a COOP/COG plan</li> <li>• 100% of counties maintain a COOP/Cog plan</li> </ul>	<ul style="list-style-type: none"> <li>• % of State Agencies with a COOP/COG plan</li> <li>• % of counties with a COOP/COG plan for critical county agencies</li> </ul>
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Goal 9: Health Emergency Preparedness		
Objectives	Targets	Metrics
9.1 Enhance local, regional, State, and Federal cross-disciplinary planning efforts to prepare for and respond to a health emergency	<ul style="list-style-type: none"> <li>100% of counties have public health preparedness plans that have been updated in the past three years</li> </ul>	<ul style="list-style-type: none"> <li>% of counties that have updated their plans in the past three years</li> </ul>
9.2 Maintain laboratory capability and capacity for the detection of CBRNE agents	<ul style="list-style-type: none"> <li>Maintain certified public health, agriculture, and law enforcement labs</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
9.3 Support public health surveillance capabilities to more effectively deter and monitor outbreaks of disease	<ul style="list-style-type: none"> <li>Robust public health surveillance systems are in place at the State--- Level and in major urban areas in the State, as evidenced by timely and complete investigations</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
9.4 Advance triage and pre-hospital treatment capabilities, including medical triage, decontamination, and the administration of countermeasures, through support and personal protective measures for Emergency Medical Service (EMS) providers	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
9.5 Enhance medical emergency response capabilities including medical triage, decontamination, and surge capabilities at healthcare facilities	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
9.6 Ensure the availability, viability, and access to mass prophylaxis and other medical countermeasures statewide	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>% of counties with approved medical counter measure plans</li> </ul>
9.7 Enhance mass fatality management capabilities statewide	<ul style="list-style-type: none"> <li>100% of counties have a mass fatality plan as part of their county emergency operations plan that has been updated in the past three years</li> </ul>	<ul style="list-style-type: none"> <li>% of counties that have a mass fatality plan as part of their CEMP that has been updated in the past three years</li> <li>State-Level Mass Fatality Plan is in place (yes/no)</li> </ul>
9.8 Ensure medical resiliency and continuity of operations at healthcare facilities	<ul style="list-style-type: none"> <li>Passage of regulations for healthcare facilities to meet FEMA's 500-year flood plain standards for new construction</li> </ul>	<ul style="list-style-type: none"> <li>Regulations are passed (yes/no)</li> </ul>

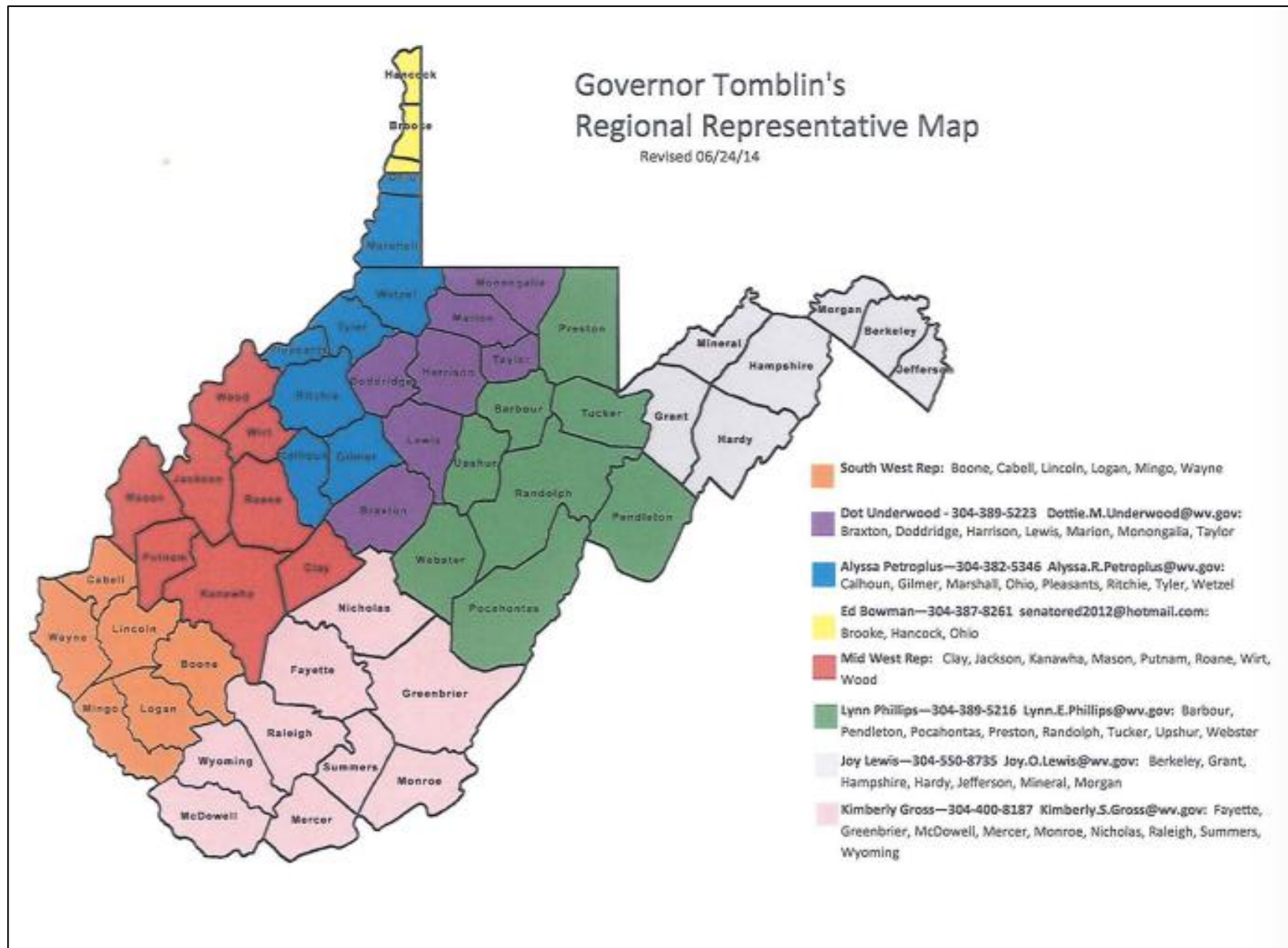
9.9 Expand health emergency preparedness through training and exercise efforts across the State	<ul style="list-style-type: none"> <li>• Conduct a full-scale exercise in each DOH region one time every five years</li> <li>• 100% of Local Health Departments (LHDs) meet annual training goals as set by the WV DHHR</li> </ul>	<ul style="list-style-type: none"> <li>• % of DOH regions that conduct one full-scale exercise every five years</li> <li>• % of LHDs that meet annual training goals</li> </ul>
9.10 Implement a patient tracking system statewide		<ul style="list-style-type: none"> <li>• </li> </ul>

Goal 10: Enhance Cyber Security Capabilities		
Objectives	Targets	Metrics
10.1 Enhance cyber security awareness through outreach and education efforts to relevant stakeholders	<ul style="list-style-type: none"> <li>Ensure current outreach materials are available and disseminated</li> </ul>	<ul style="list-style-type: none"> <li>Annual cyber training for government employees</li> <li>Cyber security month events</li> </ul>
10.2 Conduct, support, and attend relevant cyber security trainings to improve technical capabilities	<ul style="list-style-type: none"> <li>At least one major cyber training conducted, supported, and attended by relevant personnel at the State-Level</li> </ul>	<ul style="list-style-type: none"> <li>Target achieved (yes/no)</li> <li># of trainings</li> </ul>
10.3 Expand partnerships with Federal, other state, and local governments to foster situational awareness and advance cyber security efforts in West Virginia	<ul style="list-style-type: none"> <li>Ensure local government participation in cyber security programs</li> <li>Maintain relationship with FBI and DHS Cyber, including access to classified cyber security products</li> </ul>	<ul style="list-style-type: none"> <li>Local government participation (yes/no), # of local governments</li> <li>Access to Federal cyber security information maintained (yes/no),</li> <li># classified briefings attended</li> </ul>
10.4 Develop partnerships with academic and private sector partners to foster situational awareness and strengthen cyber security capabilities in the State	<ul style="list-style-type: none"> <li>Develop and sustain partnerships with all appropriate academic and private sector partners</li> </ul>	<ul style="list-style-type: none"> <li># of partnerships</li> </ul>
10.5 Analyze cyber threats and conduct forensic cyber investigations	<ul style="list-style-type: none"> <li>Maintain analysis and investigation capability</li> </ul>	<ul style="list-style-type: none"> <li>Completed threat analysis</li> <li># of investigations</li> </ul>
10.6 Develop and disseminate cyber security alerts and advisories to relevant stakeholders	<ul style="list-style-type: none"> <li>Maintain an effective system to collect information and disseminate alerts to all relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Alert dissemination process (yes/no)</li> </ul>
10.7 Maintain and update cyber security policies and standards for state government entities, and monitor compliance with such policies	<ul style="list-style-type: none"> <li>Ensure cyber security policies are current and updated as threat information evolves</li> </ul>	<ul style="list-style-type: none"> <li>Threat assessment and cyber security policies are updated</li> </ul>
10.8 Incorporate cyber security into exercises to build and test capabilities	<ul style="list-style-type: none"> <li>Conduct at least one cyber exercise per year</li> </ul>	<ul style="list-style-type: none"> <li># of exercises</li> </ul>
10.9 Ensure West Virginia has a sustainable cyber workforce through improved workforce development and succession planning efforts	<ul style="list-style-type: none"> <li>Assess cyber workforce needs and training/educational opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Completed assessment</li> </ul>
10.10 Strengthen networking infrastructure by upgrading outdated infrastructure and introducing technologies that vastly improve security within State and local government agencies	<ul style="list-style-type: none"> <li>Ensure government agencies have proper security equipment and training</li> </ul>	<ul style="list-style-type: none"> <li>% of government agencies reporting proper equipment and training</li> </ul>

West Virginia Department of  
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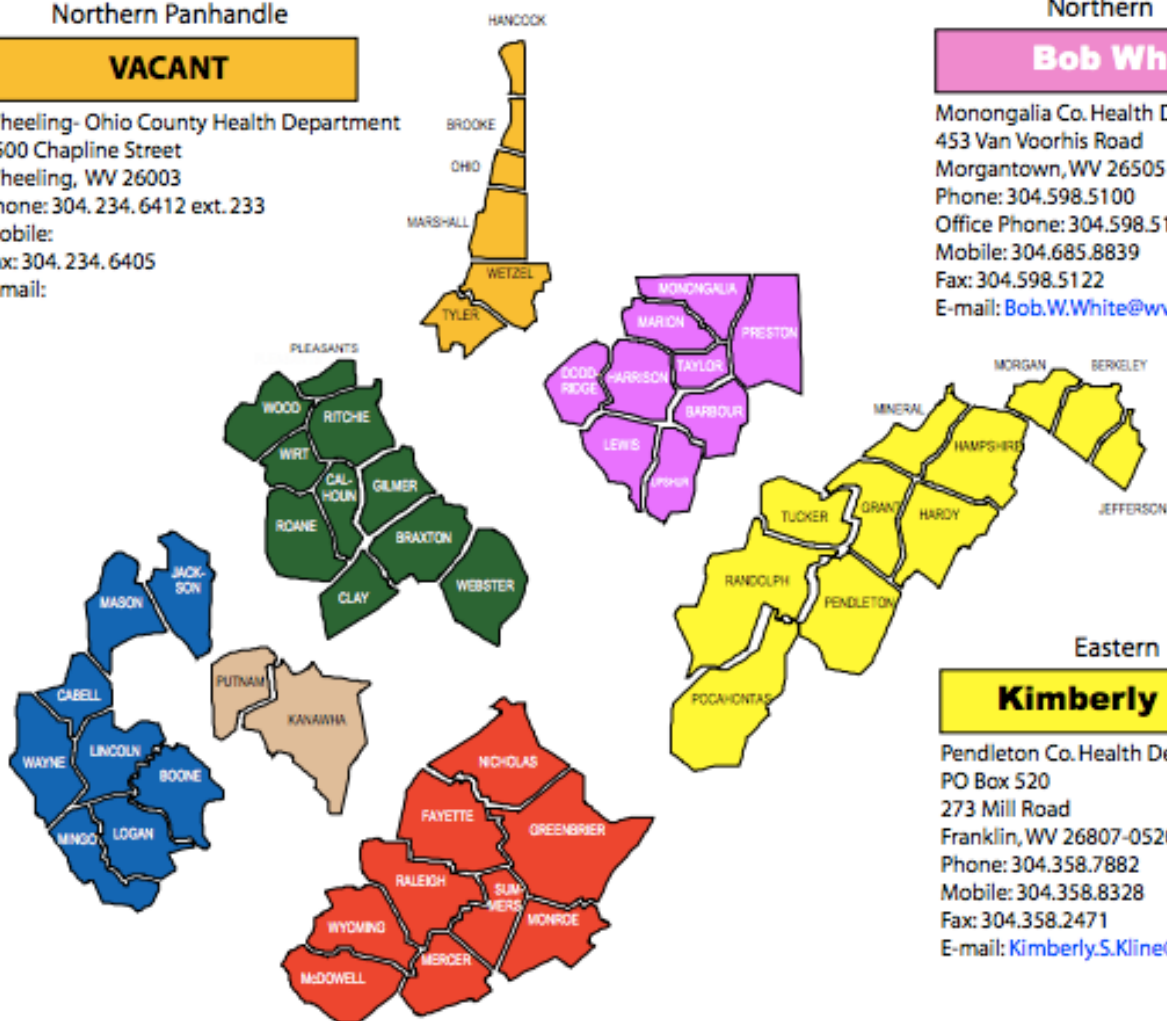
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## Current Coverage by Regional Epidemiologists June 2014

West Virginia Bureau for Public Health  
Office of Epidemiology & Prevention Services  
Division of Infectious Disease Epidemiology



Todd Wines, DPM  
Jesse Hott, C/W PT.

John Bernard, RDPO  
Pat Booker, EMA  
Diane Damron, DSS

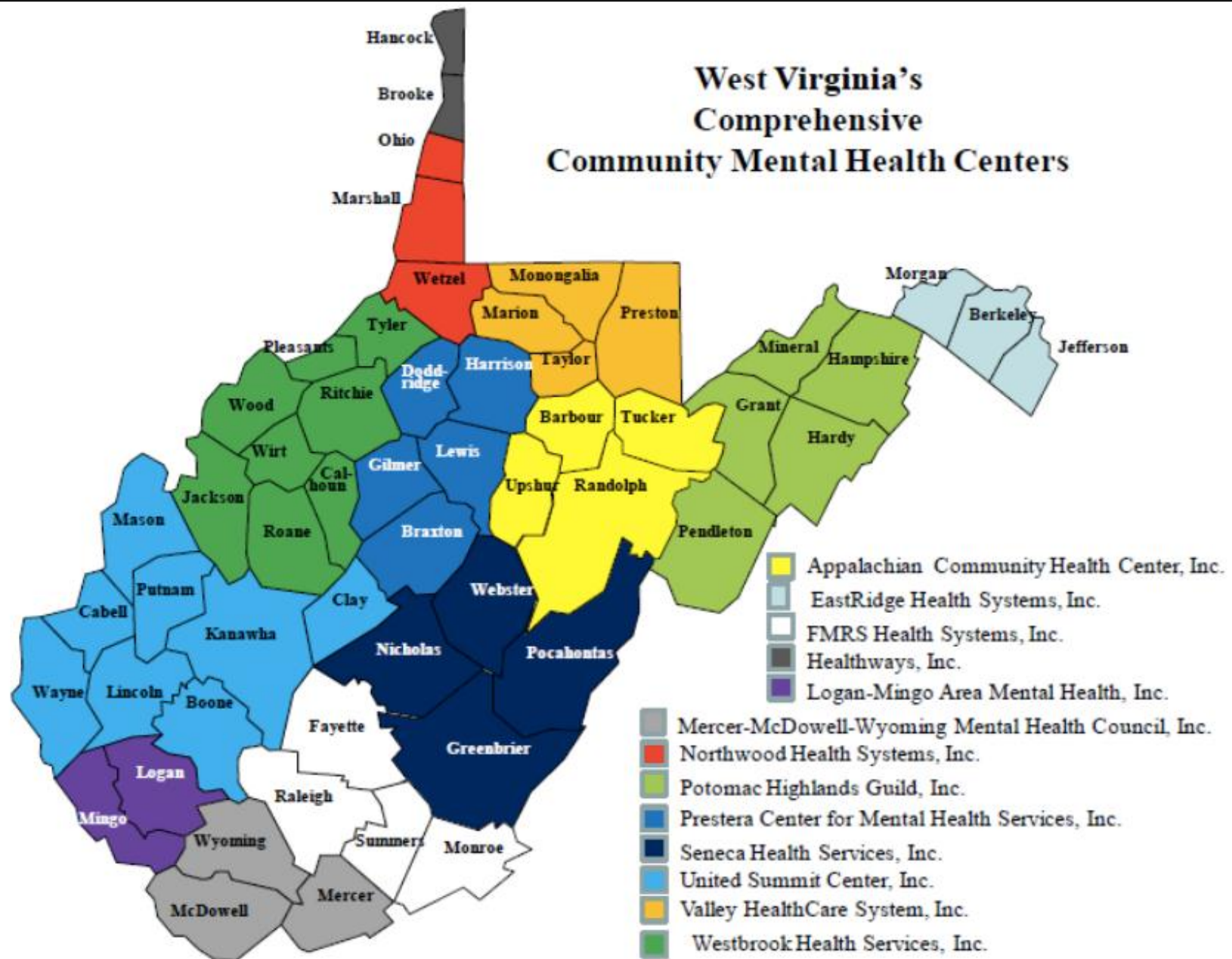
Scott Smith, DPM

Debra Palmer, DPM  
Chloe Briede, DPS  
John Stormer, DPS

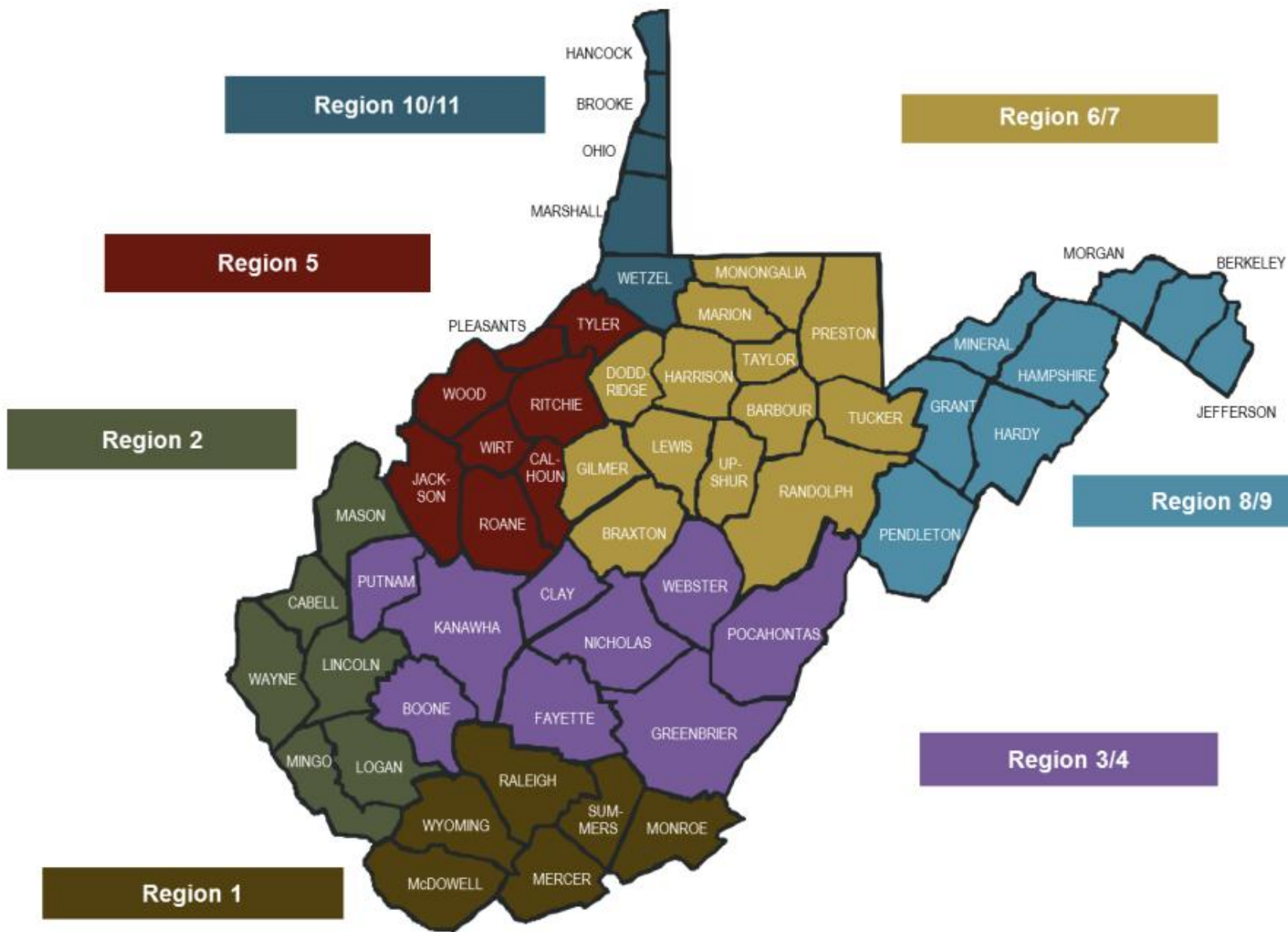
Alayne Chapman, DPM  
Cindy Henthorn, DPS



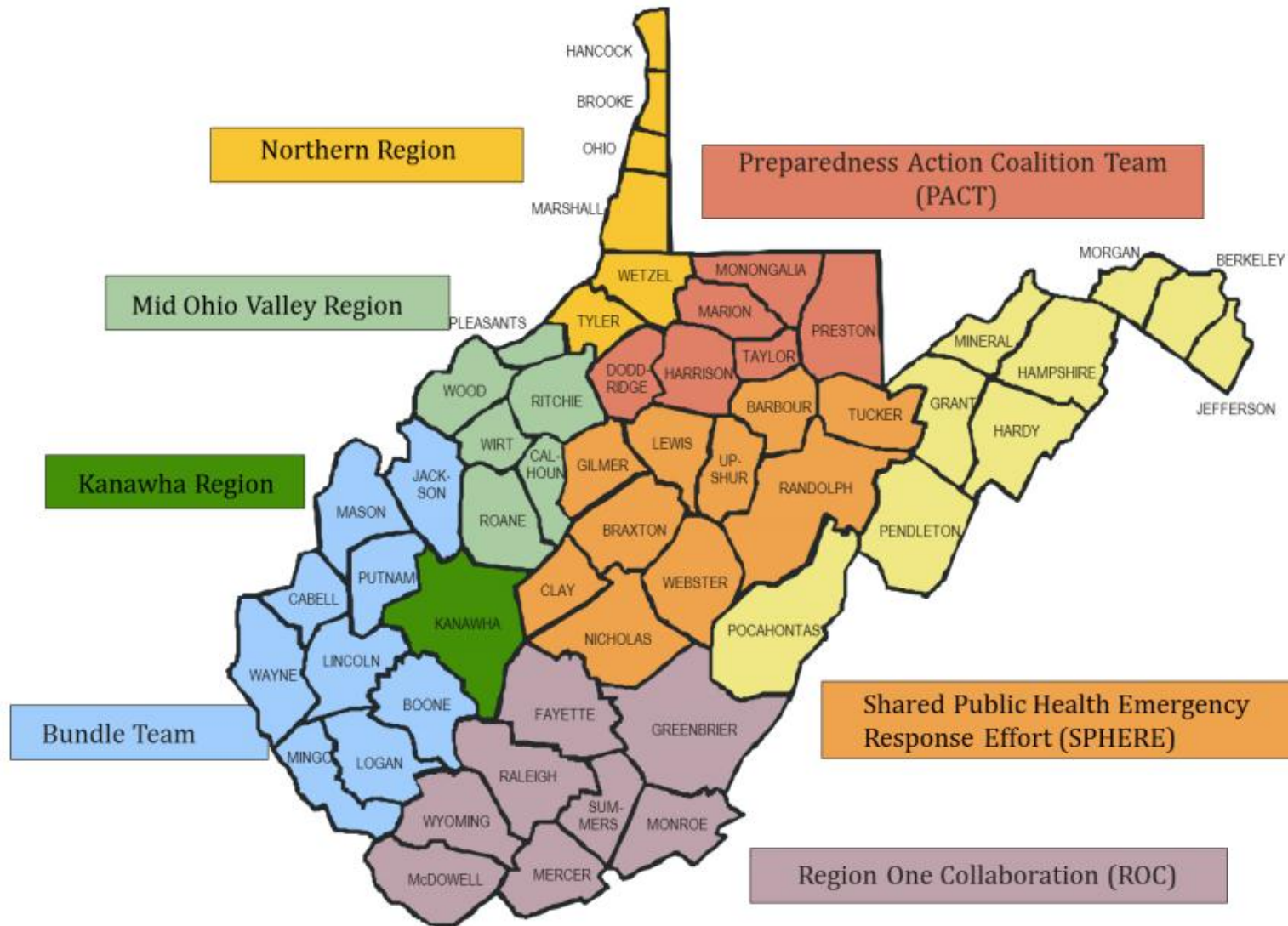
## West Virginia's Comprehensive Community Mental Health Centers



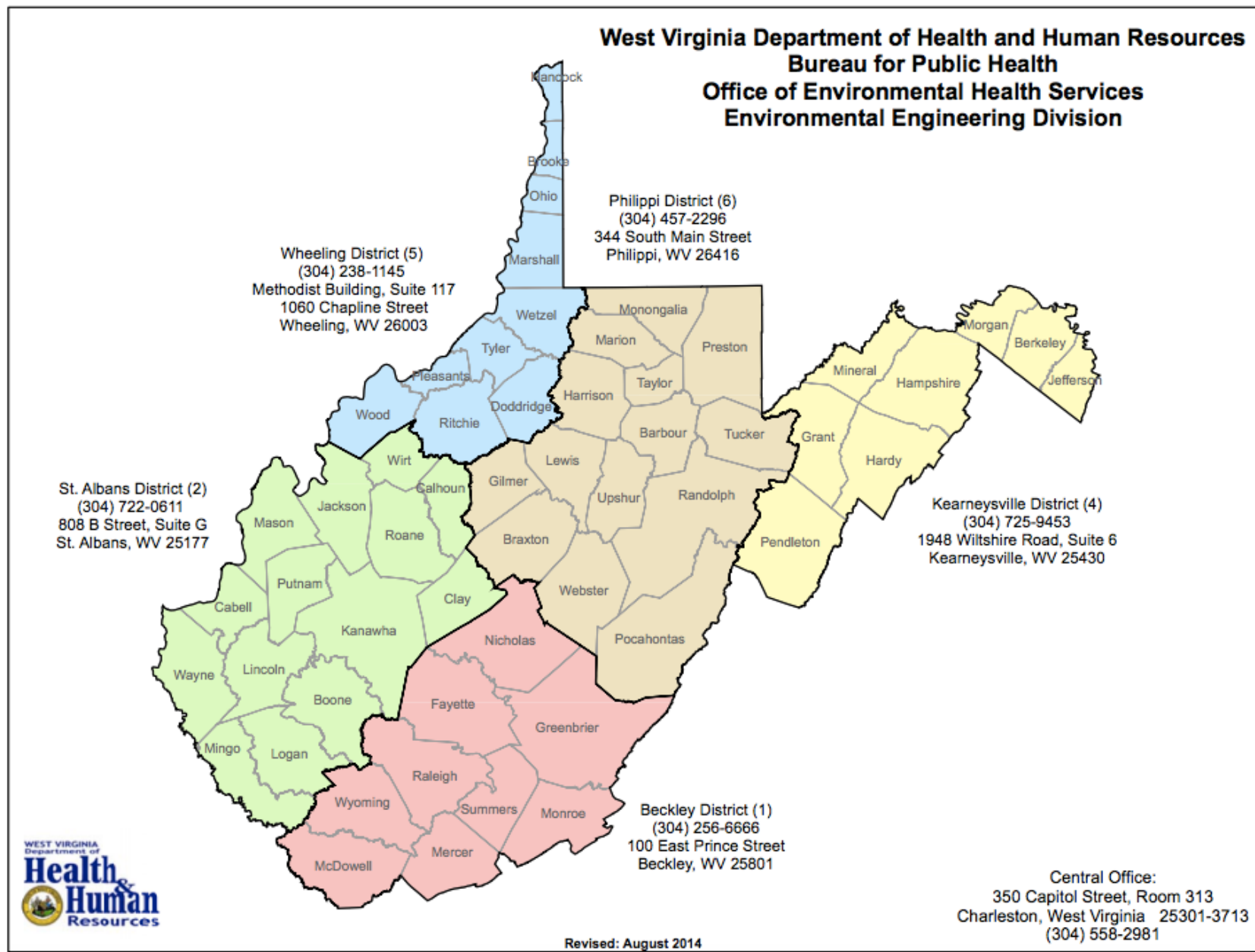
## West Virginia Hospital and EMS Regions



## West Virginia Public Health Preparedness Regions

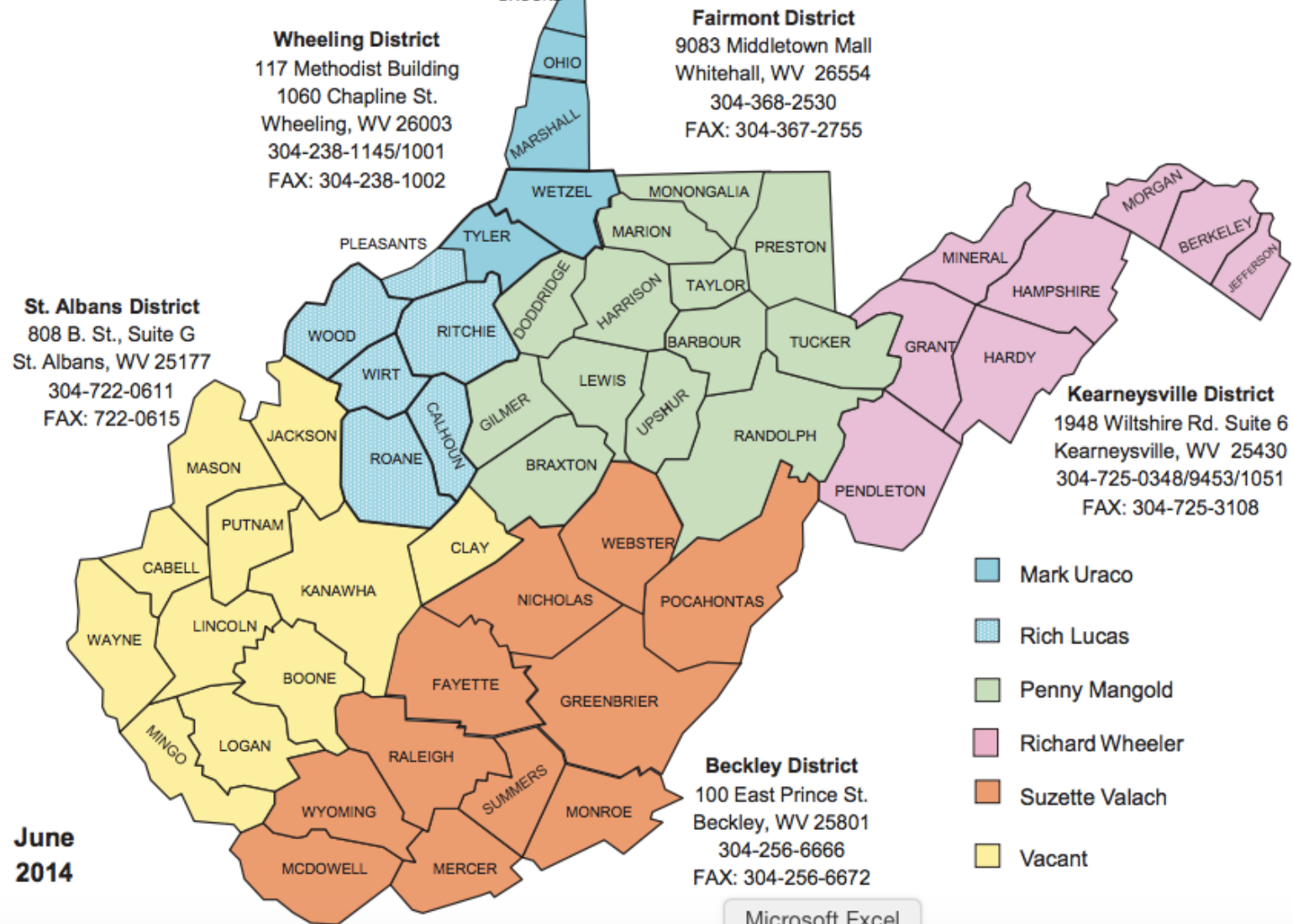






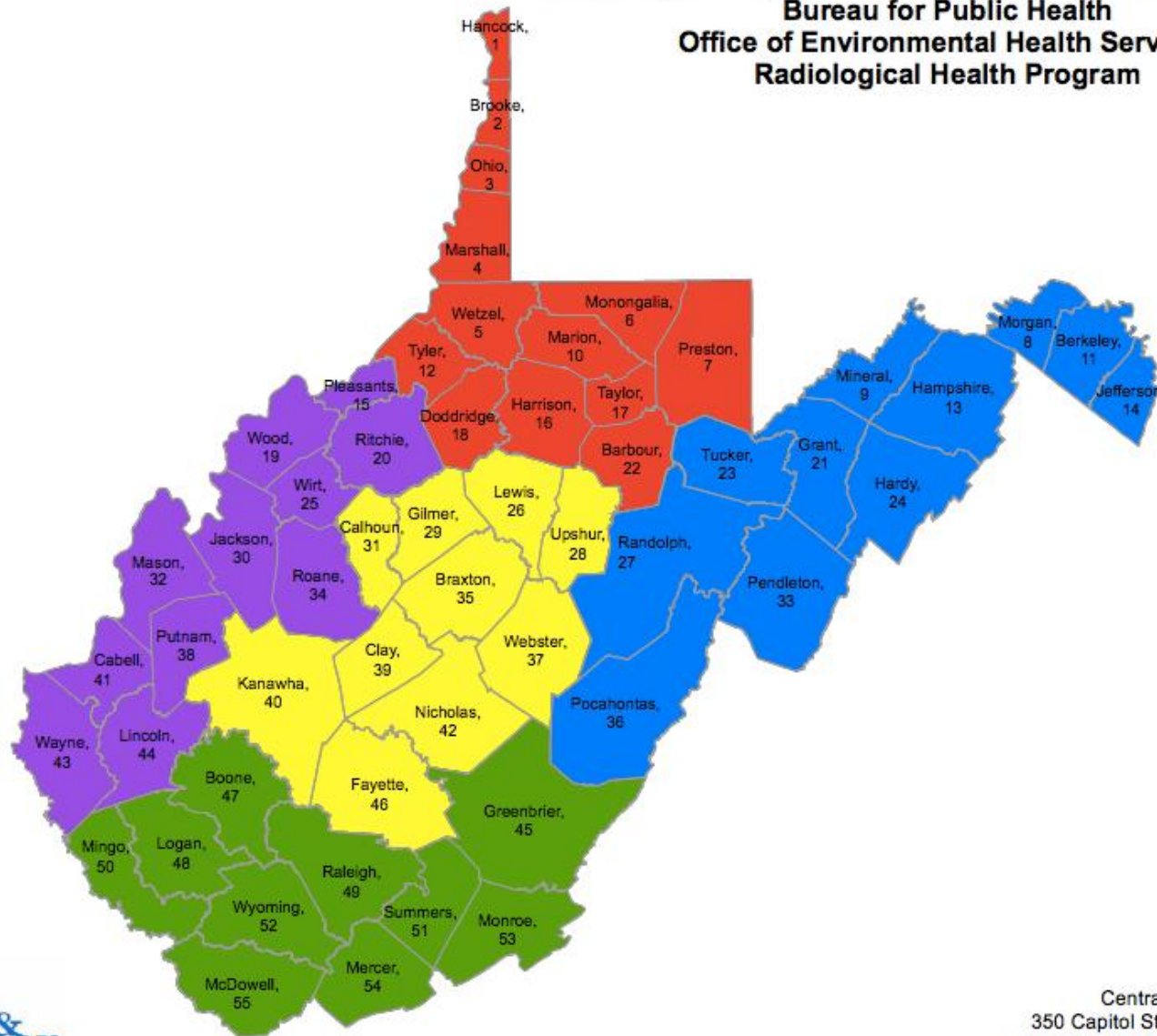


WV Bureau for Public Health  
Office of Environmental Health Services  
**Public Health Sanitation Division**



Microsoft Excel

**West Virginia Department of Health and Human Resources  
Bureau for Public Health  
Office of Environmental Health Services  
Radiological Health Program**



Revised: March 2013

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(304) 558-2981

**ARGENTINA**  
Unitan

**AUSTRALIA**  
ALS Environmental  
Inchec Pivot Ltd/Dyno Nobel  
Minova

**AUSTRIA**  
ANDRITZ Separation Inc.  
Virginia Crews Coal Co.

**BELGIUM**  
Proviron Industries  
Ravago

**BRAZIL**  
Braskem SA  
Gerdau Amerisul  
Madem Reels USA

**BRITAIN**  
AFAC  
Alamo Energy Corp.  
BG Group  
Caledonian Alloys  
Elementis  
Elementis Specialties  
Ferguson/Wobley  
International Power PLC  
ProLogix  
Randox Laboratories  
Rio Tinto  
Smallbone  
Thistle Processing

**CANADA**  
Bombardier Services  
Brookfield Power  
Chrome Deposit  
Cobalt Coal  
Hercules, Inc.  
H Q Aero Management  
Irving Crane  
Kent Cartridge of America  
Levebak  
MAAK  
Mott Manufacturing  
North American Ventures  
Quebecor Printing  
SFK Pulp Recycling  
Stella Jones  
Trimac  
Western Inventory

**CHINA**  
GT Global/The Daniels Co.  
Phillips Machine Service, Inc.  
Terramite Construction  
Equipment

**DENMARK**  
FL Smith

**FINLAND**  
Metso Power Service

**FRANCE**  
Axens  
Constellium  
GDF Suez Energy  
Saint-Gobain/CertainTeed  
Saint-Gobain/Corhart  
Saint-Gobain/Norandex  
Sonapan/Plagemeyer NA  
Vedea Environmental Services

**GERMANY**  
Baum America Corp.  
Bayer Crop Science  
Becker Mining Systems  
Brenntag Mid-South  
Century Lubricants  
Fasloc  
Fontaine Engineering  
FLYTEG North America LLC  
Kaiser Compressor  
Klöckner-Pentaplast  
Marco North America  
Mato  
Probera N. American  
Fastener Co.  
Schauenburg Flexadux  
Corporation  
Siemens Medical  
Siemens Water Technologies  
Seelbach  
Seetech  
Stockmeier Urethanes Inc.  
Tiefenbach  
ThyssenKrupp Elevator  
ThyssenKrupp Salfway  
Vossloh Track Material, Inc.

**INDIA**  
Essar Group  
Novelis

**IRELAND**  
Ardagh Group  
CRH/Oldcastle Precast

**ISRAEL**  
ICL/Clearon  
ICL/IF

**ITALY**  
Alliand Sogefi USA, Inc.  
American Agip Co., Ltd.  
DPR, LLC  
Entsorga  
IMI Fabi  
Italcementi/Arrow Industries  
Italcementi/Esroc  
M & G Polymers  
Pietro Fiorentini USA  
Technopac LLC

**JAPAN**  
Diamond Electric Mfg.  
Ferroto Steel Co., Inc.  
Green Metals  
Hino Motors  
Kureha  
Kureha PGA  
K.S. of West Virginia  
Meiji Corp.  
Mitsubishi Rayon/  
Lucite International  
NGK Spark Plug Mfg.  
Nippon Thermostat  
Nippon Tungsten USA  
Okaya  
Okuno International  
Senko Denki  
Taiyo Nippon Sanso  
Teikoku USA/Chempump  
Toyota Motor Mfg.  
Toyota Tsusho  
Wheeling-Nishin Inc.

**KINGDOM OF SAUDI ARABIA**  
Aramco

**LUXEMBOURG**  
ArcelorMittal/  
Concept Group  
Flint Group

**MEXICO**  
Grupo Simba

**NETHERLANDS**  
Impress USA  
Royal Ahold  
Shell WindEnergy  
Shell/East Resources, Inc.

**NEW ZEALAND**  
Rank Group/PWP

**NORWAY**  
Statoll Energy

**REPUBLIC OF KOREA**  
Gastar Exploration

**RUSSIA**  
Mechel OAO  
Mountain State Carbon

**SAUDI ARABIA**  
SABIC

**SPAIN**  
Gestamp  
Maxam North America

**SWEDEN**  
ABB Process Analytics  
ABB Service

**SWITZERLAND**  
Aggregate Industries  
Eurotec USA  
Holcim  
Novartis/Alcon Research, Ltd.  
SGS  
Sulzer Pumps/Sturm

**UKRAINE**  
Felman Production  
Metinvest/Carter Road Coal  
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**UNITED STATES**  
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